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Institute of Public Administration

Undergraduate Prospectus 2021-2022

# UNDERGRADUATE PROSPECTUS 2021-2022

Institute of Public  
Administration



## WELCOME TO THE IPA AND TO THE WHITAKER SCHOOL

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*Against the background of the major changes currently underway in work practices, family life, and wider society, now is a good time to invest in the future by pursuing learning. We are confident that the programmes we offer provide the opportunity to do so.*

The Whitaker School of Government and Management at the Institute of Public Administration (IPA) provides a wide range of programmes in the broad fields of public management and business studies, ranging from one- and two-year specialist qualifications to four-year honours degrees. A great variety of subjects are taught on these courses, including economics, law, accounting, human resource management, healthcare policy, statistics, local government, European studies, and business policy. Whether students come from the public or private sectors, they will find that the Whitaker School has a programme of great personal and professional interest to them.

Whitaker School students are adults with all sorts of demands on their time. They often choose to study here because our accredited qualifications are delivered in very flexible, student-friendly ways. All programmes are part-time, so students can remain in full-time employment or attend to other aspects of their lives while working toward a new certificate, diploma or degree. They are delivered through a blended learning model that enables students to largely study at a time and place of their choosing.

All the programmes in this prospectus are accredited by the National University of Ireland (NUI). The IPA is a recognised college of the NUI. IPA undergraduate programmes sit between levels six and eight on Ireland's ten-point National Framework of Qualifications.

IPA student surveys continue to show that our programmes are very successful in enabling students with busy jobs and family lives to learn new and important things and to obtain advanced qualifications in fields of perennial value. They also show that our students genuinely enjoy their time studying with us and that they make lasting friendships and contacts. I hope that some of the courses described in these pages will interest you and that you return to education with the IPA.

**Dr Michael Mulreany**

*Head of School, Whitaker School of Government and Management at the IPA*

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## ABOUT THE IPA AND THE WHITAKER SCHOOL

*The Institute of Public Administration (IPA) specialises in research-informed and practice-based higher education programmes. Founded in 1957, it is an established authority in the provision of part-time third-level programmes for public servants and others.*

The Whitaker School of Government and Management, which brings the Institute's education and research activities together, offers more than 70 accredited programmes. Each year around 1,000 people graduate from the School.

The Whitaker School's programmes have long proved popular with those who want to obtain a high-level qualification while attending to their work and domestic obligations. The programmes are of different duration and students choose how far they wish to proceed, often obtaining interim awards as they do so.

The IPA has long experience in adult education. It knows what busy professional learners are looking for when they

return to education: comprehensive programmes of high standing that are flexible enough to enable students to study in the way that best suits their personal circumstances.

As its students live and work throughout Ireland, the IPA tries to ensure that its part-time programmes can be taken from anywhere in the country. Recognising that many of its students are returning to education, meanwhile, the Institute pays great attention to individual students needs and prides itself on a collegiate, welcoming learning environment. The programmes, which are taught by both academics and experienced practitioners, seek to connect academic theories and principles with current and perennial issues in public management and business.





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## LOCATION - DUBLIN 4 AND NATIONWIDE

The IPA is located on **Lansdowne Road** in **Dublin 4**, immediately adjacent to the sports stadium and to Lansdowne Road DART station. It is very well-served by public transport, with bus and train routes just minutes away. Behind the impressive Victorian façade is a modern campus and superb library.

Whitaker School students do not, however, have to live in Dublin. Programmes are delivered through a blended learning model that combines online resources, course texts, and scheduled webinars/seminars. In short, wherever you live or work, you can take the programmes described in this prospectus.



## ACCREDITATION

The IPA is a recognised college of the National University of Ireland (NUI). All the programmes outlined in this prospectus are accredited by the NUI; they are university-level qualifications. IPA undergraduate programmes sit between levels six and eight on the ten-point National Framework of Qualifications.

## WHITAKER SCHOOL PROGRAMMES - A BRIEF INTRODUCTION

### Public Management

The Whitaker School is, quite simply, the leading provider of public management education programmes in Ireland. No other institution offers a comparable range of qualifications in this area. Students can take certificates and diplomas in a range of discrete subject areas, including local government management, law, health economics and civil service studies. Alternatively, they can study for an honours degree in public management, a degree that includes interim awards and lets students specialise in the area of most interest or relevance to them.

### Business Studies

The Bachelor of Business Studies (Hons) includes two interim awards, at certificate and diploma-level, and offers specialisations in accounting, marketing, HRM and IT management. Students take four subjects in each year.

## PROGRAMME DELIVERY

For the 2021-2022 academic year, Whitaker School programmes are generally delivered through a blended learning model that combines extensive online resources, course texts, and webinars/seminars. Depending on the programme, webinars/seminars take place on selected evenings, weekends, or weekdays. For multi-year programmes, future seminar arrangements will be made subject to public health restrictions.

## PRIOR LEARNING AND PROGRESSION OPPORTUNITIES

The Whitaker School recognises prior learning and, where appropriate, offers students with relevant qualifications exemptions from subjects or stages of a programme. The School also enables students to progress from one qualification to another. The table on the next page notes the progression opportunities within the Whitaker School.

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“

*The flexible learning options offered by the IPA were invaluable in enabling me to complete my qualification while in full-time employment. I can safely say that the programme really broadened my career options.*

*Kathleen Maher, IPA Graduate*

”

## PROGRESSION OPPORTUNITIES WITHIN THE WHITAKER SCHOOL

| I WILL STUDY:   | I CAN PROGRESS TO:   |
|---|--|
| CERTIFICATE IN PUBLIC MANAGEMENT                      | Stage 2 of Diploma in Public Management/BA (Hons)  |
| CERTIFICATE IN IRISH GOVERNMENT AND POLITICS          | Stage 1 of Diploma in Public Management/BA (Hons)<br>(Exempt from Politics, Government and Public Administration module)   |
| CERTIFICATE IN CIVIL SERVICE AND STATE AGENCY STUDIES | Diploma in Civil Service and State Agency Studies or<br>Stage 1 of Diploma in Public Management/BA (Hons)<br>(Exempt from Politics, Government and Public Administration module) |
| CERTIFICATE IN LOCAL GOVERNMENT STUDIES               | Diploma in Local Government Studies  |
| PROFESSIONAL DIPLOMA IN MANAGEMENT DEVELOPMENT        | Stage 2 of Diploma in Public Management/BA (Hons)*   |
| PROFESSIONAL DIPLOMA IN MANAGING CHANGE               | Stage 2 of Diploma in Public Management/BA (Hons)*   |
| CERTIFICATE IN PROJECT MANAGEMENT                     | Professional Diploma in Project Management   |
| PROFESSIONAL DIPLOMA IN HOUSING STUDIES               | Certificate in Local Government Studies or<br>Stage 1 of Diploma in Public Management/BA (Hons)  |
| PROFESSIONAL DIPLOMA IN HUMAN RIGHTS AND EQUALITY     | Stage 2 of Diploma in Public Management/BA (Hons)*   |
| CERTIFICATE IN BUSINESS STUDIES                       | Stage 2 of Diploma in Business Studies/BBS (Hons)  |
| CERTIFICATE IN PUBLIC PROCUREMENT                     | Professional Diploma in Public Procurement   |
| CERTIFICATE IN HEALTH SERVICES                        | Diploma in Health Services Policy  |
| DIPLOMA IN PUBLIC MANAGEMENT                          | Stage 3 of BA (Hons) (chosen stream)   |
| PROFESSIONAL DIPLOMA IN HEALTH ECONOMICS              | Stage 2 of BA (Hons)*  |
| DIPLOMA IN HRM  | Stage 2 of the BA (Hons) HRM or BBS (Hons) HRM*<br>(additional exemptions from selected modules also available)  |
| DIPLOMA IN MANAGEMENT                                 | Stage 2 of the BA (Hons) Management*<br>(additional exemptions from selected modules also available)   |
| DIPLOMA IN LAW  | Stage 2 of the BA (Hons)*<br>(additional exemptions from selected modules also available)  |
| PROFESSIONAL DIPLOMA IN PROJECT MANAGEMENT            | Stage 1 of BA (Hons) or Stage 1 of BBS (Hons) (Exempt from Enterprise & Project Management module at Stage 3)  |
| PROFESSIONAL DIPLOMA IN PUBLIC PROCUREMENT            | Stage 1 of Diploma in Public Management/BA (Hons)  |
| DIPLOMA IN HEALTH SERVICES POLICY                     | Stage 2 of BA (Hons) Healthcare Management*  |
| DIPLOMA IN HEALTHCARE MANAGEMENT                      | Stage 3 of BA (Hons) Healthcare Management*  |
| DIPLOMA IN LOCAL GOVERNMENT STUDIES                   | Stage 3 of BA (Hons) Local Government*   |
| DIPLOMA IN BUSINESS STUDIES                           | Stage 3 of BBS (Hons) (chosen stream)  |
| DIPLOMA IN MARKETING                                  | Stage 2 of BBS (Hons) Marketing*<br>(additional exemptions from selected modules also available)   |
| DIPLOMA IN COMPUTER STUDIES                           | Stage 3 of BA (Hons) IT Management or BBS (Hons) Information Systems Management*   |
| DIPLOMA IN CIVIL SERVICE AND STATE AGENCY STUDIES     | Stage 2 of BA (Hons)*  |
| CERTIFICATE IN HOUSING STUDIES                        | Professional Diploma in Housing Studies  |
| BA (HONS)/BBS (HONS)                                  | Graduate programmes – see <a href="http://www.ipa.ie">www.ipa.ie</a>   |

\* On completion of an IPA Bridging Studies Programme.

The Bridging Studies Programme is normally delivered during the summer months through webinars/seminars.

## WHY CHOOSE THE WHITAKER SCHOOL AT THE IPA?

- Whitaker School programmes are part-time and expressly designed for those with busy professional and personal lives.
- A blended learning model including webinars/seminars means that students can take programmes no matter where they live.
- Whitaker School programmes are accredited by the National University of Ireland (NUI), of which the IPA is a recognised college.
- The Whitaker School is the national authority on public management issues and its programmes cover the subjects essential to a public service career.
- Many programmes offer practical skills development in specific areas and relevant public sector case studies, thereby relating theory to practice.
- Business studies programmes appeal to students keen to develop a career in either the public or the private sector.
- A number of the programmes offer exemptions from the examinations of other professional bodies.
- Students can specialise in a wide range of fields.
- Prior learning is recognised through exemptions from subjects/stages.
- Students can progress, at a pace of their choosing, from certificate awards through to postgraduate programmes.
- Located in the heart of Dublin 4, the IPA's Training and Education Centre provides facilities of the highest order.

## IPA LIBRARY

The Library provides information, reference and lending services to students, members, and staff of the Institute. These include web-chat, email, telephone, and postal services. The Library collection includes books, eBooks, print journals, and electronic journals on a wide range of subjects including law, politics, economics, management, governance, the EU, healthcare, finance, local government, and sociology.

IPA librarians are on hand to assist students in their studies. Regular sessions are provided to help students develop the skills to identify, locate, and access appropriate sources to complete their coursework. Books may be borrowed for two weeks, and those already on loan can be reserved. The Library catalogue can be accessed from the IPA website: [www.ipa.ie/library](http://www.ipa.ie/library).

The Library manages access to thousands of full-text journal articles. These can be accessed remotely by all students. Materials not held in the Library may be requested through the inter-library loans service, and items can be delivered in hard copy or electronically.

## LIBRARY OPENING HOURS

During term time (mid-September to late April), the Library, subject to public health restrictions, is open during the following times:

|                                |                |
|--------------------------------|----------------|
| <b>Monday to Thursday:</b>     | 09.15 to 20.00 |
| <b>Friday:</b>                 | 09.15 to 17.15 |
| <b>Most Saturdays in term:</b> | 10.30 to 14.30 |

During the summer months, the Library is open Monday to Friday during office hours. Further details of opening hours are available at [www.ipa.ie/library](http://www.ipa.ie/library).

Please check for any last-minute changes to opening hours, particularly at weekends and during the Summer, before planning a visit to the Library.





# PUBLIC MANAGEMENT PROGRAMMES

2021-2022



WHITAKER SCHOOL  
OF GOVERNMENT AND MANAGEMENT

“

*I had a fantastic year. All the staff were excellent and very friendly. My course proved incredibly interesting, and I regularly find myself using what I've learned. \**

”

\* Taken from IPA student survey 2020





# BACHELOR OF ARTS (HONS) - PUBLIC MANAGEMENT

## KEY FACTS:

### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

**DURATION:** Four years of part-time study.

**AWARD:** Honours Bachelor of Arts.

### INTERIM AWARDS:

- **Year One:** Certificate in Public Management.
- **Year Two:** Diploma in Public Management.

**ACCREDITATION:** National University of Ireland.

**PLACE ON NFQ:** Level 8 (Major Award).

**COMMENCES:** September 2021.

**APPLICATION DEADLINE:** September 2021.

**FEES:** The cost of the programme is €3,080 per annum (includes all matriculation and examination fees), payable in one or two instalments. See p.78 for more details.

**PROGRESSION:** Students can progress to the MA (Public Management), MA (Leadership and Strategy), or other graduate programmes.

## THE PROGRAMME

This degree is a four-year, part-time programme that provides a comprehensive examination and analysis of subjects critical to contemporary public management. A highly-regarded qualification, it offers instruction in, among other subjects, law, economics, politics and social policy. It includes two interim awards: Certificate in Public Management (Year 1) and the Diploma in Public Management (Year 2). Students take four subjects in each year.

## IS THIS PROGRAMME FOR YOU?

Yes, if you work in the wider public service and would like a broad understanding of the subjects that determine public management. Many students work in the civil service but the programme also attracts students from the local and voluntary sectors, the healthcare sector and from state-sponsored bodies. Some may have been unable to pursue a third-level qualification at an earlier point in their career and now wish to do so while remaining in full-time employment.

## SUBJECTS

### YEAR ONE – CERTIFICATE IN PUBLIC MANAGEMENT

The first year is both a stand-alone qualification – Certificate in Public Management – and the first stage in the four-year degree programme. See also p. 16.

#### Economics

This introductory-level course explains the main theories and principles of economics. No prior knowledge of economics is presumed. The course covers both micro- and macro-economics and addresses such topics as the laws of supply and demand, how market prices are reached and competition.

#### Law

Public servants must understand the fundamentals of the legal system. This course focuses on the fundamentals, explaining the Irish legal system and the main provisions of the Irish Constitution. Students explore, among other topics, the structure of the court system, practice and procedure in the courts and the rights that the Constitution affords citizens.

#### Politics, Government and Public Administration

This course is divided into two parts. The first is largely concerned with the institutions of government and the Irish political system. The Irish institutions and systems are compared to those in other countries. The second part of the course focuses on Ireland's system of public and social administration, explaining how the civil service is organised and the management of social welfare services, healthcare, education and housing.

#### Principles of Management

This course provides a solid grounding in the key principles of modern management theory. It explains the origins of contemporary management science and details the most important elements of management, including leadership, HRM and change management.

## YEAR TWO – DIPLOMA IN PUBLIC MANAGEMENT

The second year is both a stand-alone qualification – Diploma in Public Management – and the second stage of the four-year degree programme. See also p. 18.

### Economics

This course builds on the fundamentals of economics explored in the Certificate year by exploring both micro- and macro-economics in greater depth. Students will learn about the economic rules and theories that relate to the operation of markets, the distribution of wealth, the allocation of resources, labour supply and inflation.

### Organisation and Management

An organisation's structure is a determining factor in its operation. This course explores current thinking on organisational structure and the role of management in the creation and maintenance of the most appropriate structure. Among the specific topics addressed are the different schools of organisation theory, the design of effective organisations and the significance of the internal culture and the external environment to an organisation's work.

### European Studies

Ireland's membership of the EU is of huge importance to public management. This course explains the key facts of EU membership, addressing the history of the EU, the power and responsibilities of its institutions, the decision-making process, key EU policies, and different perspectives on the EU's development and reform.

### Social Policy

This course explores the history, organisation and management of Ireland's social infrastructure. It considers such matters as expenditure trends in social services, OECD reports on Ireland's social policy, EU social policy and the factors that influence domestic social policy.

## YEAR THREE

### Economics

This year's course focuses on public sector economics, a field that is critical to public servants at various grades. The topics addressed include economic growth, forecasting and planning, the finances of central and local government and the principles of taxation.

### Financial Management

This course provides students with a clear understanding of standard accounting techniques and the proper management of an organisation's finances. Designed for those with no background in accounting, it addresses, among other things, double-entry book-keeping, the measurement of profits and the regulations governing financial statements and disclosure.

### Administrative Law

Administrative law is a public law subject that deals with the lawful exercise of power by government and state agencies. It seeks, in short, to establish the manner in which public bodies can affect the lives of citizens. Students will examine the laws regarding the civil service, the separation of powers, judicial review and legal compliance.

### Human Resource Management

This course covers several specific topics in the HRM field, including manpower planning, performance management, managing change, health and safety issues, employment legislation and strategic management.

## YEAR FOUR

### Economics

The study of economics in the final year of the degree turns to economic policy and policy analysis. The course explores such topics as industrial and regional economic policy, economic integration, globalisation and issues around financing and control.

### Strategic Management

Strategic management is the study of how organisations meet their objectives and effectively respond to change. This course focuses on strategic management in the Irish public sector, but it covers concepts common to both the public and private sectors.

### Public Policy-Making

This course is concerned with policy-making and the response of the modern state to the challenges it faces in a globalised world. It explores issues around the management of the political economy of the modern state and public policy-making in the Irish state. Students will learn about, among other things, how states have responded to the emergence of a global economy, attempts to regulate the market and multi-level governance in Ireland.

### Employee Relations and Law

This course addresses the key topic of employee relations, examining how such relations can determine an organisation's success or otherwise. It considers the main provisions of employment law, participation and partnership in the workforce, health and safety legislation and managerial strategies for healthy employee relations.

## ASSESSMENT

Each year of the degree is assessed by means of assignments and final examinations.

# BACHELOR OF ARTS (HONS) - LAW AND THE ADMINISTRATION OF JUSTICE

## KEY FACTS:

### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

**DURATION:** Four years of part-time study.

**AWARD:** Honours Bachelor of Arts.

### INTERIM AWARDS:

- **Year One:** Certificate in Public Management.
- **Year Two:** Diploma in Public Management.

**ACCREDITATION:** National University of Ireland.

**PLACE ON NFQ:** Level 8 (Major Award).

**COMMENCES:** September 2021.

**APPLICATION DEADLINE:** September 2021.

**FEES:** The cost of the programme is €3,080 per annum (includes all matriculation and examination fees), payable in one or two instalments. See p.78 for more details.

**PROGRESSION:** Students can progress to the MA (Criminal Justice) or other graduate programmes.

## THE PROGRAMME

This is a four-year, part-time programme that combines subjects critical to contemporary public management in all sectors with those especially relevant to law and the administration of justice. In addition to learning about the economic, legal and HR issues that affect public administration broadly, students obtain specialised knowledge about such matters as EU law, criminology and penology and law enforcement. This highly-regarded qualification includes two interim awards – at Certificate and Diploma level.

## IS THIS PROGRAMME FOR YOU?

This programme has wide appeal, but it is particularly relevant for:

- Members of An Garda Síochána
- Prison staff
- Other public servants working in the administration of justice and related fields

## SUBJECTS

### YEAR ONE – CERTIFICATE IN PUBLIC MANAGEMENT

The first year is both a stand-alone qualification – Certificate in Public Management – and the first stage of the four-year degree programme. See also p. 16.

#### Economics

This introductory-level course explains the main theories and principles of economics. No prior knowledge of economics is presumed. The course covers both micro- and macro-economics and addresses such topics as the laws of supply and demand, how market prices are reached and competition.

#### Law

Public servants must understand the fundamentals of the legal system. This course focuses on the fundamentals, explaining the Irish legal system and the main provisions of the Irish Constitution. Students explore, among other topics, the structure of the court system, practice and procedure in the courts and the rights that the Constitution affords citizens.

#### Politics, Government and Public Administration

This course is divided into two parts. The first is largely concerned with the institutions of government and the Irish political system. The second focuses on Ireland's system of public and social administration, explaining how the civil service is organised and the management of social welfare services, healthcare, education and housing.

#### Principles of Management

This course provides a solid grounding in the key principles of modern management theory. It explains the origins of contemporary management science and details the most important elements of management, including leadership, HRM and change management.



## YEAR TWO – DIPLOMA IN PUBLIC MANAGEMENT

The second year is both a stand-alone qualification – Diploma in Public Management – and the second stage of the four-year degree programme. See also p. 18.

### European Law

EU law plays a hugely significant role in public management in Ireland. This course explains the sources of EU law, the main legal instruments that the EU uses, the EU institutions that uphold the law, the fundamental freedoms that EU law protects and how EU law relates to Irish domestic law.

### Social Policy

This course explores the history, organisation and management of Ireland's social infrastructure. It considers such matters as expenditure trends in social services, EU social policy and the factors that influence domestic social policy.

### Economics

This course builds on the fundamentals of economics explored in the Certificate year by exploring both micro- and macro-economics in greater depth. Students will learn about the economic rules and theories that relate to the operation of markets, the distribution of wealth, the allocation of resources, labour supply and inflation.

### Organisation and Management

An organisation's structure is a determining factor in its operation. This course explores current thinking on organisational structure and the role of management in the creation and maintenance of the most appropriate structure. Among the specific topics addressed are the different schools of organisation theory, the design of effective organisations and the significance of the internal culture and the external environment to an organisation's work.

## YEAR THREE

### Criminology and Penology

This course discusses the various theories that have been advanced to explain criminal behaviour. It also addresses contemporary theory on penology.

### Administrative Law

Administrative law is a public law subject that deals with the lawful exercise of power by government and state agencies. It seeks, in short, to establish the manner in which public bodies can affect the lives of citizens. Students will examine the laws regarding the civil service, the separation of powers, judicial review and legal compliance.

### Economics

This year's course focuses on public sector economics, a field that is plainly critical to public servants at various grades. The topics addressed include economic growth, forecasting and planning, the finances of central and local government and the principles of taxation.

### Financial Management

This course aims to provide students with a clear understanding of standard accounting techniques and the proper management of an organisation's finances. Designed for those who do not possess a background in accounting, it addresses, among other things, double-entry book-keeping, how profits are measured and the regulations governing financial statements and disclosure.

## YEAR FOUR

### Law Enforcement and the Administration of Justice

This course examines how justice is administered in Ireland and related laws. It explores the general principles of criminal law, including the presumption of innocence. It also assesses the legislation that governs the actions of An Garda Síochána, the provisions of the Constitution relating to arrest and trial by law and efforts to balance the needs of society with civil liberties.

### Employment Law

A very significant body of law regulates the employment relationship. This course explains and analyses that body of law, discussing such key topics as the employment contract, the legislation that protects employees, equality in the workplace, health and safety law and the law regulating the employment of non-nationals.

### Strategic Management

Strategic Management is the study of how organisations meet their objectives and effectively respond to change. This course focuses on strategic management in the Irish public sector, but it covers concepts common to both public and private sector organisations.

### Public Policy-Making

This course is concerned with policy-making and the response of the modern state to the challenges it faces in a globalised world. It explores issues around the management of the political economy of the modern state and public policy-making in the Irish state. Students will learn about, among other things, how states have responded to the emergence of a global economy, attempts to regulate the market and multi-level governance in Ireland.

## ASSESSMENT

Students submit assignments and sit examinations in each year.

# BACHELOR OF ARTS (HONS) - MANAGEMENT

## KEY FACTS:

### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

**DURATION:** Four years of part-time study.

**AWARD:** Honours Bachelor of Arts.

### INTERIM AWARDS:

- **Year One:** Certificate in Public Management.
- **Year Two:** Diploma in Public Management.

**ACCREDITATION:** National University of Ireland.

**PLACE ON NFQ:** Level 8 (Major Award).

**COMMENCES:** September 2021.

**APPLICATION DEADLINE:** September 2021.

**FEES:** The cost of the programme is €3,080 per annum (includes all matriculation and examination fees), payable in one or two instalments. See p.78 for more details.

**PROGRESSION:** Students can progress to the MA (Public Management), MA (Leadership and Strategy), or other graduate programmes.

## THE PROGRAMME

The BA (Hons) (Management) is a four-year, part-time programme that focuses on the effective management of people and organisations. Students explore the economic, legal and HR issues that affect public administration broadly and obtain specialised knowledge about the management function, including financial management, marketing and the management of information systems. This highly-regarded qualification includes two interim awards – at Certificate and Diploma level.

## IS THIS PROGRAMME FOR YOU?

This course attracts students from the wider public service who have, or are likely to have, some management responsibilities. The course mixes subjects common to public management generally with those that address particular management fields. Students come from:

- The wider public service
- The private sector
- State-sponsored bodies
- The voluntary sector

## SUBJECTS

### YEAR ONE – CERTIFICATE IN PUBLIC MANAGEMENT

The first year is both a stand-alone qualification – Certificate in Public Management – and the first stage of the four-year degree programme. See also p. 16.

### Economics

This introductory-level course explains the main theories and principles of economics. No prior knowledge of economics is presumed. The course covers both micro- and macro-economics and addresses such topics as the laws of supply and demand, how market prices are reached and competition.

### Law

Public servants must understand the fundamentals of the legal system. This course focuses on the fundamentals, explaining the Irish legal system and the main provisions of the Irish Constitution. Students explore, among other topics, the structure of the court system, practice and procedure in the courts and the rights that the Constitution affords citizens.

### Politics, Government and Public Administration

This course is divided into two parts. The first is largely concerned with the institutions of government and the Irish political system. The Irish institutions and systems are compared to those in other countries. The second part of the course focuses on Ireland's system of public and social administration, explaining how the civil service is organised and the management of social welfare services, healthcare, education and housing.

### Principles of Management

This course provides a solid grounding in the key principles of modern management theory. It explains the origins of

contemporary management science and details the most important elements of management including leadership, HRM and change management.

## YEAR TWO – DIPLOMA IN PUBLIC MANAGEMENT

The second year is both a stand-alone qualification – Diploma in Public Management – and part of the four-year degree programme. See also p. 18.

### Business and Company Law

All transactions in the State, whether public or private, are governed by law. In this course, students will examine the laws that pertain to the creation, performance and dissolution of contracts, the formation of companies, the acquisition of shares and the liquidation of businesses.

### European Studies

Ireland's membership of the EU is plainly of huge importance to public management. This course explains the key facts of EU membership, addressing the history of the EU, the power and responsibilities of its institutions, the decision-making process, key EU policies, and different perspectives on the EU's development and reform.

### Economics

This course builds on the fundamentals of economics explored in the Certificate year by exploring both micro- and macro-economics in greater depth. Students will learn about the economic rules and theories that relate to the operation of markets, the distribution of wealth, the allocation of resources, labour supply and inflation.

### Organisation and Management

An organisation's structure is a determining factor in its operation. This course explores current thinking on organisational structure and the role of management in the creation and maintenance of the most appropriate structure. Among the specific topics addressed are the different schools of organisation theory, the design of effective organisations and the significance of the internal culture and the external environment to an organisation's work.

## YEAR THREE

### Human Resource Management

This course covers several specific topics in the HRM field, including manpower planning, performance management, managing change, health and safety, employment legislation and strategic management.

### Financial Management

This course aims to provide students with a clear understanding of standard accounting techniques and the

proper management of an organisation's finances. Designed for those who do not possess a background in accounting, it addresses, among other things, double-entry book-keeping, how profits are measured and the regulations governing financial statements and disclosure.

### Marketing

Managers at all levels need to have an appreciation of the marketing function and this course covers the central issues that marketing departments consider. It examines the marketing environment, the information required for marketing decisions, how to produce a marketing strategy and the marketing mix.

### Economics

This year's course focuses on public sector economics, a field that is critical to public servants at various grades. The topics addressed include economic growth, forecasting and planning, the finances of central and local government and the principles of taxation.

## YEAR FOUR

### Strategic Management

Strategic management is the study of how organisations meet their objectives and effectively respond to change. This course focuses on strategic management in the Irish public sector, but it covers concepts common to both public and private sector organisations.

### Information Systems Planning

This course encompasses both business and IS strategy. It examines the creation and maintenance of proper information systems, addressing such topics as information as a corporate resource, the characteristics of different information systems and managing and measuring the benefits of such systems.

### Economics

The study of economics in the final year of the degree turns to economic policy and policy analysis. The course explores such topics as industrial and regional economic policy, economic integration, globalisation and issues around financing and control.

### Employee Relations and Law

This course addresses the key topic of employee relations, examining how such relations can determine an organisation's success or otherwise. It considers the main provisions of employment law, participation and partnership in the workforce, health and safety legislation and managerial strategies for healthy employee relations.

## ASSESSMENT

The programme is assessed by means of assignments and final examinations.

# CERTIFICATE IN PUBLIC MANAGEMENT

## KEY FACTS:

### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

**DURATION:** One academic year.

**ACCREDITATION:** National University of Ireland.

**PLACE ON NFQ:** Level 6 (Minor Award).

**COMMENCES:** September 2021.

**APPLICATION DEADLINE:** September 2021.

**FEES:** The cost of the programme is €3,080 per annum (includes all matriculation and examination fees), payable in one or two instalments. See p.78 for more details.

**PROGRESSION:** Students can progress to the second year of the Diploma in Public Management or BA (Hons).

## THE PROGRAMME

This one-year, part-time programme provides a systematic introduction to the subjects at the heart of public management in Ireland. Students take four subjects and address such crucial topics as constitutional law, the principles of economics, the Irish system of government and the most influential theories of management.

The Certificate is both a stand-alone qualification and the first year of the four-year BA (Hons) programme. Students who successfully complete this year can enter the second year of the Diploma in Public Management or BA (Hons), where they will have the opportunity to specialise in a field of particular relevance to them. If students do not wish to take all the subjects in one year, they can take the programme on a phased basis.

## IS THIS PROGRAMME FOR YOU?

This programme has, for decades, proved invaluable to students who require a solid grounding in subjects fundamental to public management. It is an ideal choice for those returning to education and keen to obtain a third-level qualification over one academic year, with an option to continue to degree level. Students on this programme often work at junior to middle grades in:

- Government Departments
- Local Authorities
- State-sponsored Agencies.

## SUBJECTS

### Economics

This introductory-level course explains the main theories and principles of economics. The course covers both micro- and macro-economics and addresses such topics as the laws of supply and demand, how market prices are reached, monopolies and competition, national income, the financial system and monetary policy.



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### Law

Public servants must understand the fundamentals of the legal system. This course focuses on the fundamentals, explaining the Irish legal system and the main provisions of the Irish Constitution. Students explore, among other topics, the structure of the court system, practice and procedure in the courts and the rights that the Constitution affords citizens.

### Politics, Government and Public Administration

This course is divided into two parts. The first is largely concerned with the institutions of government and the Irish political system. The Irish institutions and systems are compared to those in other countries. The second part of the course focuses on Ireland's system of public and social administration, explaining how the civil service is organised and the management of social welfare services, healthcare, education and housing.

### Principles of Management

This course provides a solid grounding in the key principles of modern management theory. It explains the origins of contemporary management science and details the most important elements of management, including leadership, HRM and change management.

### ASSESSMENT

The programme is assessed by means of assignments and final examinations.





# DIPLOMA IN PUBLIC MANAGEMENT

## KEY FACTS:

### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

**DURATION:** Two academic years.

### INTERIM AWARDS:

Certificate in Public Management (Year 1).

**ACCREDITATION:** National University of Ireland.

**PLACE ON NFQ:** Level 6.

**COMMENCES:** September 2021.

**APPLICATION DEADLINE:** September 2021.

**FEES:** The cost of the programme is €3,080 per annum (includes all matriculation and examination fees), payable in one or two instalments. See p.78 for more details.

**PROGRESSION:** Students can progress to the relevant stream of the BA (Hons).

## THE PROGRAMME

This two-year part-time programme is both a stand-alone qualification and the second year of the four-year (BA) Hons programme. Having completed the first year—Certificate in Public Management—students continue their studies with four subjects from a choice of six streams:

- Public Management
- Local Government
- Healthcare Management
- Law and the Administration of Justice
- Management
- Human Resource Management

## IS THIS PROGRAMME FOR YOU?

This programme is suited to those working across the wider public service who would like to extend their understanding of public management issues and take a subject especially relevant to a particular sector. The first year provides a solid appreciation of the fundamentals of economics, law, government and management, which the second year builds upon.

## SUBJECTS

### YEAR ONE - CERTIFICATE IN PUBLIC MANAGEMENT

The first year is both a stand-alone qualification and the first stage in this programme and the degree. See p.16 for more details.

### YEAR TWO

#### Economics

This course builds on the fundamentals of economics explored in the Certificate year by exploring both micro- and macro-economics in greater depth. Students will learn about the economic rules and theories that relate to the operation of markets, the distribution of wealth, the allocation of resources, labour supply and inflation.

#### Organisation and Management

An organisation's structure is a determining factor in its operation. This course explores current thinking on organisational structure and the role of management in the creation and maintenance of the most appropriate structure. Among the specific topics addressed are the different schools of organisation theory, the design of effective organisations and the significance of the internal culture and the external environment to an organisation's work.

#### European Studies\*

Ireland's membership of the EU is plainly of huge importance to public management. This course explains the key facts of EU membership, addressing the history of the EU, the power and responsibilities of its institutions, the decision-making process, key EU policies, and different perspectives on the EU's development and reform.

*\* This subject is not taken by students in the Law and the Administration of Justice and Healthcare Management Streams.*

## STUDENTS CHOOSE ANOTHER SUBJECT(S) FROM ONE OF THE FOLLOWING STREAMS:

### Public Management

**Social Policy:** This course explores the history, organisation and management of Ireland's social infrastructure. It considers such matters as expenditure trends in social services, EU social policy and the factors that influence domestic social policy.

### Healthcare Management

**Health Policy and Planning:** This course offers an overview of policy and planning in the Irish health system. It examines the historical development of the system, the impact of demographic changes, and current structures for governance, service delivery and regulation. It also analyses the roles of key stakeholders, important policy developments and the challenges in planning and implementing health policy.

**Social Policy:** This course explores the history, organisation and management of Ireland's social infrastructure. It considers such matters as expenditure trends in social services, EU social policy and the factors that influence domestic social policy.

### Local Government

**Local Government:** This course examines the powers, responsibilities and organisation of local authorities in Ireland. Students explore the laws that determine the activities of those authorities, the policy aspects of local government and the key services that local authorities are mandated to deliver.

### Law and the Administration of Justice

**Social Policy:** This course explores the history, organisation and management of Ireland's social infrastructure. It considers such matters as expenditure trends in social services, EU social policy and the factors that influence domestic social policy.

**European Law:** EU law plays a hugely significant role in public management in Ireland. This course explains the sources of EU law, the main legal instruments that the EU uses, the EU institutions that uphold the law, the fundamental freedoms that EU law protects and how EU law relates to Irish domestic law.

### Management

**Business and Company Law:** All transactions in the State, whether public or private, are governed by commercial law. In this course, students will examine the laws that pertain to the creation, performance and dissolution of contract, the formation of companies, the acquisition of shares and the liquidation of businesses.

### Human Resource Management

**Organisational Behaviour:** Human behaviour is the critical element in organisational success. This course explores the theories that have developed about how people behave in an organisational setting and how management can respond to those behaviours. It considers such topics as motivation, leadership, group behaviour and organisational culture.

## ASSESSMENT

The programme is assessed by means of assignments and final examinations.



# CERTIFICATE IN CIVIL SERVICE AND STATE AGENCY STUDIES

## KEY FACTS:

### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

### DURATION:

One academic year.

**ACCREDITATION:** National University of Ireland.

**PLACE ON NFQ:** Level 6 (Special Purpose Award).

**COMMENCES:** October/November 2021.

**APPLICATION DEADLINE:** September 2021.

**FEE:** €1,150 (includes all matriculation and examination fees), payable in two instalments. See p.78 for more details.

**PROGRESSION:** Students who successfully complete the Certificate can choose to continue their studies with the Diploma in Civil Service and State Agency Studies.

## THE PROGRAMME

This programme is designed to provide students with a practical and comprehensive understanding of government in Ireland. In this new era of integrating and transforming public services, students will receive an important system-wide induction to the roles and functions of the various sectors of government and the key processes such as legislation, budgeting, modernisation and government decision making. Students will consequently better appreciate the role and interactions of their organisations within this complex system and be better equipped to deal with the myriad of tasks and responsibilities in their public service careers.

## IS THIS PROGRAMME FOR YOU?

This Certificate is relevant to all staff working within the civil service or state agency sectors, but will be particularly useful to staff at junior and middle level grades. The content is appropriate to those in administrative, technical, professional and managerial roles. It will also be relevant to staff in other organisations that have significant interactions with government and the system of public administration.

## PROGRAMME CONTENT

This Certificate covers the following key topics over five modules:

- Central Political Agencies
- Government Departments and Civil Service
- State Agencies and non-Elected Oversight Agencies
- Sub-National Government, the Health Sector and Legal Agencies
- Issues in Governance and Public Management

## DELIVERY

The programme is delivered through blended learning. Students obtain a range of online resources and a specially commissioned course text. Webinars/seminars are delivered by IPA specialists and experienced practitioners.

## ASSESSMENT

Assessment is continuous throughout the programme and consists of assignments and examinations.



# DIPLOMA IN CIVIL SERVICE AND STATE AGENCY STUDIES

## KEY FACTS:

### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

### ENTRY REQUIREMENTS:

Certificate in Civil Service and State Agency Studies.

### DURATION:

One academic year.

**ACCREDITATION:** National University of Ireland.

**PLACE ON NFQ:** Level 6 (Special Purpose Award).

**COMMENCES:** October/November 2021.

**APPLICATION DEADLINE:** September 2021.

**FEE:** €1,200 (includes all matriculation and examination fees), payable in two instalments. See p.78 for more details.

**PROGRESSION:** Students who successfully complete the Diploma can, after a short course of Bridging Studies, enter Year 2 of the BA (Hons).



## IS THIS PROGRAMME FOR YOU?

The programme is aimed at civil and public servants who have successfully undertaken and completed the Certificate in Civil Service and State Agency Studies. Both programmes are relevant to:

- All staff working within the civil service, state agency and local authority sectors, particularly staff at junior and middle level grades. The content is appropriate to those in technical and professional as well as administrative grades.
- Staff in other organisations that significantly interact with government and the system of public administration.

## PROGRAMME CONTENT

This Diploma covers the following topics:

- Key Aspects of the State
- The Changing Public Service
- Government Financing and the Economics of Taxation
- Policy Formulation and Analysis
- Public Sector Economics
- Ireland and the EU

## DELIVERY

Delivery is through a blend of online resources, a specially commissioned programme text, and scheduled webinars/seminars.

## ASSESSMENT

Assessment consists of assignments and examinations.

## THE PROGRAMME

The Diploma in Civil Service and State Agency Studies is designed to complement the Certificate in Civil Service and State Agency Studies. The Diploma provides a more in-depth explanation and analysis of the system of government, 'governance' and public administration in Ireland. Both programmes are intended to be an important step in the career development path of civil and public service staff and to provide material of relevance to enhance the competence of individuals in their career path.

# CERTIFICATE IN PUBLIC PROCUREMENT

DELIVERED IN ASSOCIATION WITH GREENVILLE PROCUREMENT PARTNERS LTD

## KEY FACTS:

### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

### DURATION:

One academic year.

**ACCREDITATION:** National University of Ireland.

**ENTRY REQUIREMENTS:** Applicants that do not have knowledge/experience of procurement must contact the IPA to determine their suitability for this programme. Interviews may be held.

**PLACE ON NFQ:** Level 6 (Special Purpose Award).

**COMMENCES:** Autumn 2021.

**APPLICATION DEADLINE:** September 2021.

**FEE:** €4,500 (includes all matriculation and examination fees), payable in two instalments. See p.78 for more details

**PROGRESSION:** Successful students can further their studies with the Professional Diploma in Public Procurement.

## IS THIS PROGRAMME FOR YOU?

The course is specifically designed for public sector officials engaged in the procurement of supplies, works and services. Participants should have a working knowledge of public sector procurement and should be involved in procurements at national or EU level.

## PROGRAMME CONTENT

The Certificate has five modules:

### 1. Introduction, Rules and Concepts

- Principles and regulations
- Defining contract types
- Procedures

### 2. Procurement Planning, Risk, and Procedures

- Principles of good procurement
- Value for money
- Risk assessment and management

### 3. Tender Documentation

- Key documentation
- Request for tenders
- Tender receipt and opening

### 4. Evaluation, Award and Conclusion

- Award criteria
- Framework agreements
- Remedies legislation

### 5. Contract Management and Corporate Governance

- Business ethics and corporate governance
- Contract terms and conditions
- Debriefing

## THE PROGRAMME

The Certificate in Public Procurement offers a detailed analysis of public procurement in the context of Irish and European Union legislation. The course provides comprehensive detail on all aspects of the procurement process to professionals seeking to enhance their skill base in this important field. It seeks to provide participants with the basic knowledge, skills and tools necessary to ensure an effective and efficient procurement service, which will deliver value for money, manage procurement risks and ensure compliance with all national and EU procurement regulations.

## DELIVERY

This is a blended learning programme that combines webinars/seminars, course material, and directed home study. It is assessed via assignments, work-based projects, and written examinations.

## ASSESSMENT

Assessment is based on assignments, a work-based project and a final examination.





# PROFESSIONAL DIPLOMA IN PUBLIC PROCUREMENT

DELIVERED IN ASSOCIATION WITH GREENVILLE PROCUREMENT PARTNERS LTD

## KEY FACTS:

### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

**DURATION:** One academic year.

**ACCREDITATION:** National University of Ireland.

**ENTRY REQUIREMENTS:** IPA Certificate in Public Procurement or equivalent, or five years relevant experience.

**PLACE ON NFQ:** Level 8 (Special Purpose Award).

**COMMENCES:** Autumn 2021.

**APPLICATION DEADLINE:** September 2021.

**FEE:** €4,500 (includes all matriculation and examination fees), payable in two instalments. See p.78 for more details.

## THE PROGRAMME

The Professional Diploma in Public Procurement is an advanced programme that equips decision-makers with the skills to design and implement strategic initiatives, thus ensuring they position and resource their procurement activity appropriately. The programme focuses on the strategic aspects of procurement within the context of international best practice. It provides participants with a comprehensive understanding of key aspects such as capability development, procurement planning, cost reduction initiatives, strategy development and change management.

## IS THIS PROGRAMME FOR YOU?

The programme is a follow-on from the Certificate in Public Procurement and is specifically designed for key decision makers in the procurement, project management and budget holding functions in the public sector.

## PROGRAMME CONTENT

The Professional Diploma has five modules and a work-based project.

### 1. Strategic Procurement, Market and Business Strategy

- Basics of strategic procurement
- Internal and external influences and barriers
- Business requirements and analytics

### 2. Procurement Leadership and Corporate Management

- Capability development and commercial awareness
- Procurement strategies and innovation

### 3. Project and Contract Management

- Category management
- Role of ICT systems in procurement
- Developing purchasing processes and procedures

### 4. Procurement Performance Management

- Contract and supplier performance management
- Project management and effective communication

### 5. Change Management and Negotiation

- Drivers for change
- Planning for change
- Negotiation strategies and skills

## DELIVERY

This is a blended learning programme that combines webinars/seminars, course material, and directed home study. It is assessed via assignments, work-based projects, and written examinations.

## ASSESSMENT

Assessment is by a mix of assignments, a work-based project involving a formal project presentation, and two final examinations. The work-based project, a significant part of the programme, will be agreed in conjunction with course coordinators.

# PROFESSIONAL DIPLOMA IN OFFICIAL STATISTICS FOR POLICY EVALUATION

DELIVERED IN ASSOCIATION WITH THE CENTRAL STATISTICS OFFICE

## KEY FACTS:

### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

**DURATION:** One academic year.

**ACCREDITATION:** National University of Ireland.

**PLACE ON NFQ:** Level 8 (Special Purpose Award).

**COMMENCES:** September/October 2021.

**APPLICATION DEADLINE:** September 2021.

**FEE:** The cost of the programme is €1,600 (includes all matriculation and examination fees), payable in two instalments. See p.78 for more details.

## THE PROGRAMME

The Professional Diploma in Official Statistics for Policy Evaluation has been developed in conjunction with the Central Statistics Office (CSO) and is targeted at decision-makers throughout the public service. It introduces students to important Irish and international official statistics that will help them better understand the structure and trends in Ireland's economy and society. A unique feature of the programme is that course material is prepared and taught by professional statisticians from CSO. This is a practical "hands-on" course, and emphasis is placed on the visualisation and presentation of statistics so that useful policy relevant information or knowledge can be derived. Students are also introduced to data management and metadata best practice and to the broader principles of evidence-informed policy formulation and evaluation.

## IS THIS PROGRAMME FOR YOU?

This programme will appeal to anyone in the wider public service who would like to obtain a specialised knowledge of official statistics and their role in decision-making. It is of great benefit to those who need to present analyses or

business cases to peers and to those charged with research and analyses. A working knowledge of Excel would be useful.

## PROGRAMME CONTENT

The programme is divided into four main areas. The topics covered include the following:

### 1. Framework for Official Statistics

- Principles of policy evaluation
- Accessing information
- Statistical infrastructure and data management
- Legal and institutional frameworks
- Standards and confidence in statistics

### 2. Macro-Economy Statistics

- National and international accounts
- Banking and finance
- External trade and balance of payments
- Prices
- Globalisation

### 3. Business Economy Statistics

- Short- and long-term business statistics
- Science and technology
- Environment and energy
- Transport and travel
- Agriculture, forestry and fisheries

### 4. People, Demography and Labour Force Statistics

- Demography and migration
- Income and social conditions
- Employment, unemployment and earnings
- Health and education
- Well-being, equality and crime

## DELIVERY

Students are provided with comprehensive course material that has been specially prepared by the IPA and the CSO. They will attend webinars/seminars over the course of the academic year, where, in addition to receiving lectures and demonstrations, emphasis will be placed on understanding key statistics in current employment and social developments.

## ASSESSMENT

Assessment will consist of written assignments, data lab submissions, and final examinations.

# CERTIFICATE IN PROJECT MANAGEMENT

## KEY FACTS:

### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

### DURATION:

One academic year.

**ACCREDITATION:** National University of Ireland.

**PLACE ON NFQ:** Level 6 (Special Purpose Award).

**COMMENCES:** September/October 2021.

**APPLICATION DEADLINE:** September 2021.

**FEE:** €1,900 (includes all matriculation and examination fees), payable in two instalments. See p.78 for more details.

**PROGRESSION:** Successful students can enrol for the Professional Diploma in Project Management.

## THE PROGRAMME

This programme covers critical skills areas, including project initiation; schedule development, monitoring and control; and team management. It also addresses methodologies and frameworks designed to support the project manager. Students will learn from experienced tutors, and from each other, how to manage their projects effectively and to meet the expectations of their stakeholders. The programme closely follows international best practice and the Project Management Handbook for the Civil Service.

## IS THIS PROGRAMME FOR YOU?

This programme will be particularly relevant for public servants who:

- Are new to project management
- Are members of, or work closely with, project teams
- Wish to enhance their awareness and knowledge of project management

- Are interested in learning practical tools and techniques to help them manage projects more effectively
- Wish to improve the inter-personal competencies that are vital for successful project managers.

## PROGRAMME CONTENT

The programme will cover the following subjects:

### TOOLS FOR MANAGING PROJECTS

#### Frameworks for Project Management

- PMI Body of Knowledge (UK)
- APM Body of Knowledge (US)
- Project Context

#### Project Work and its Management

- Initiating Projects
- Stakeholder Engagement
- Project Planning
- Project Oversight

#### Methodologies for Project Management

- Project Management Processes
- PRINCE 2

### PEOPLE AND THEIR ROLE IN PROJECTS

#### Projects in Organisations

- Organisation Structure and Culture
- Project Teams

#### Effective Project Teams

- Leadership and Team Building
- Delegation in Projects

#### Skills for Project Success

- Conflict and Negotiation
- Motivating and Influencing People

## DELIVERY

This is a blended learning programme that combines attendance at several webinars/seminars with a range of online resources and course material. Students also receive a specially chosen textbook(s).

## ASSESSMENT

Assessment is continuous throughout the programme and consists of assignments, a personal project, and written examinations.

# PROFESSIONAL DIPLOMA IN PROJECT MANAGEMENT

## KEY FACTS:

### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

### ENTRY REQUIREMENTS:

The Certificate in Project Management or equivalent or direct project experience. Students with project experience only will attend a scheduled online workshop.

### DURATION:

One academic year.

**ACCREDITATION:** National University of Ireland.

**PLACE ON NFQ:** Level 8 (Special Purpose Award).

**COMMENCES:** September/October 2021.

**APPLICATION DEADLINE:** September 2021.

**FEE:** €2,900 (includes all matriculation and examination fees), payable in two instalments. See p.78 for more details.

## THE PROGRAMME

This programme builds on the Certificate in Project Management. It covers additional critical skills areas, including procurement, resource management, quality management, and managing multiple projects. It addresses methodologies, frameworks (including PRINCE 2 and Agile) and technologies that support the project manager. Designed to help students working as project managers or as members of project teams in both the public and private sectors, the programme is based on PMBoK, the body of knowledge of the project management profession. It also follows international best practice and the Project Management Handbook for the Civil Service.

## IS THIS PROGRAMME FOR YOU?

This Professional Diploma is ideally suited to:

- Those who have completed the Certificate in Project Management or who can demonstrate an equivalent level of competence

- Those who are spending, or are likely to spend, a significant proportion of their time undertaking project work
- Those who are interested in enhancing their abilities in hands-on project management

## PROGRAMME CONTENT

### SUCCESSFUL PROJECT DELIVERY

#### Project Management Context

- Systems Thinking
- Strategy, Business Case and Appraisal
- Requirements Management and Facilitation Skills

#### Initiation and Project Delivery

- Project Initiation
- Project Planning
- Monitoring and Control
- Benefits Management

#### Frameworks and Methodologies

- PMBOK
- Prince 2
- Agile

### PROJECT MANAGEMENT TOOLS AND TECHNIQUES

#### Organisations and Projects

- Organisation Culture
- Organisation Structure
- Organisation Change
- Organisation Maturity and Programme Management

#### Managing People and Teams

- Team Development
- Project and Personnel Communication
- Managing Risk

#### Project Leadership and Knowledge

- Quality and Procurement Management
- Role of Project Manager
- Project Leadership

## DELIVERY

This is a blended learning programme that combines attendance at webinars/seminars with a range of online resources and course material. Students also receive a specially chosen textbook(s).

## ASSESSMENT

Assessment is continuous throughout the programme and consists of a personal project, assignments and written examinations.



# PROFESSIONAL DIPLOMA IN MANAGEMENT DEVELOPMENT

## KEY FACTS:

### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

### DURATION:

One academic year.

**ACCREDITATION:** National University of Ireland.

**PLACE ON NFQ:** Level 8 (Special Purpose Award).

**COMMENCES:** September/October 2021.

**APPLICATION DEADLINE:** September 2021.

**FEE:** €2,500 (includes all matriculation and examination fees), payable in two instalments. See p.78 for more details.

## PROGRAMME CONTENT

The programme will be delivered via four modules based on key management competencies identified in the Irish public sector:

- Elements of Management
- Managing Competencies and Styles
- Management of Staff
- Management of Change.

## DELIVERY

This is a blended learning programme that combines a range of online material and resources with attendance at scheduled webinars/seminars. Students are therefore largely able to study at a time and place that suits their needs. Webinars/seminars animate the contents of each module and allow participants to relate the modules to their own jobs.

## ASSESSMENT

Award of the Professional Diploma in Management Development is based on successful completion of four assignments, attendance at workshops and final examinations.

## THE PROGRAMME

Against the backdrop of the reform initiatives throughout the public service, the drive towards integrated service delivery and increasing consumer expectations, managers need to apply a range of skills and key competencies in order to be successful. This Professional Diploma programme has been designed for public servants keen to take up this challenge and contribute to the effectiveness of their organisation. The overall aim is to improve students' overall competency in effective management practice.

## IS THIS PROGRAMME FOR YOU?

This Professional Diploma is ideally suited to:

- Those wishing to make a career move into a managerial or supervisory role
- Newly appointed managers
- Experienced managers who wish to develop or refresh their skills and knowledge through exposure to the latest in good management practice.



# PROFESSIONAL DIPLOMA IN MANAGING CHANGE

## KEY FACTS:

### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

### DURATION:

One academic year.

**ACCREDITATION:** National University of Ireland.

**PLACE ON NFQ:** Level 8 (Special Purpose Award).

**COMMENCES:** September/October 2021.

**APPLICATION DEADLINE:** September 2021.

**FEE:** €2,500 (includes all matriculation and examination fees), payable in two instalments. See p.78 for more details.

**ENTRY REQUIREMENTS:** Applicants should be in a management role and in a position to lead and implement a change initiative at work during the programme.

## THE PROGRAMME

Leaders and managers need a broad range of interconnected skills and knowledge to create the processes and appropriate environment to successfully deliver change and innovation. This comprehensive programme integrates a number of elements relevant for planning, communicating and implementing successful organisational change. These elements will assist participants build organisational processes to deliver meaningful change and develop a sustainable culture of innovation. It will enhance participants' strategic change and people leadership competencies by providing a range of relevant and practical change management frameworks, tools, and techniques.

## IS THIS PROGRAMME FOR YOU?

This Professional Diploma is ideally suited to those who are:

- Leading, developing or managing change in their organisation
- Leading or managing projects involving a change element

- Managers with a specific organisation development, HR or learning and development brief

A distinguishing feature of this programme is that the academic content is augmented by expert input and focused guidance from change practitioners, who will provide relevant case examples of theory in practice. To benefit fully from the programme, students will relate course content to a change project they are leading. This project forms part of the assessment, but it also provides a vital link between learning and the practical realities of the workplace.

## PROGRAMME CONTENT

The programme covers four modules and the following topics.

### Strategic Change

- Understanding organisations: exploring interlinking themes of strategy, structure and culture
- The context and environment for change in organisations
- Change planning models and tools
- Leadership and change

### Communicating and Imparting Change

- Developing the business case for change
- Engaging stakeholders
- The importance of communications planning
- Incorporating project and risk management principles
- Measuring, monitoring and reporting on progress

### Implementing and Sustaining Change

- Understanding the people side of change
- Changing organisational culture
- Building capacity to sustain change
- Change within a compliance world
- Evaluation of change initiatives

### Project

- Planning and implementing a change in your workplace
- Project management techniques applied to your project
- Evaluation tools applied to your project

## DELIVERY

This programme is delivered through a blend of webinars/seminars, online material and resources, and contact time with tutors. Students also receive a textbook and a specific reading list.

## ASSESSMENT

Assessment is based on written assignments, an exam and a report on a change management project.

# CERTIFICATE IN IRISH GOVERNMENT AND POLITICS

## KEY FACTS:

### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

**DURATION:** One academic year.

**ACCREDITATION:** National University of Ireland.

**COMMENCES:** September/October 2021.

**APPLICATION DEADLINE:** September 2021.

**FEE:** The cost of the programme is €1,150 per annum (includes all matriculation and examination fees), payable in two instalments. See p.78 for more details.

**PROGRESSION:** Students can enter the BA (Hons) programme with an exemption from the Politics, Government and Public Administration module.

## THE PROGRAMME

This one-year course on Politics, Government and Public Administration introduces students to the political institutions and systems that determine how Ireland is governed. It has two main components. The first explains the powers of the Houses of the Oireachtas, the voting system in operation and the organisation of government. Throughout, comparisons are made with the structures and systems in other countries, including the UK and Germany. The second part of the course focuses on social administration in Ireland, outlining, among other things, how welfare, education and housing services are delivered.

## IS THIS PROGRAMME FOR YOU?

Are you interested in debates about the reform that the Irish political system requires? Are you interested in the institutions, structures and systems through which Ireland is governed? If so, this course, which details the facts about political and social administration, is ideal. Students come from various backgrounds and all are keen to reacquire themselves with the particularities of the Irish political and social administration systems.

## DELIVERY

Students study through blended learning, attending scheduled webinars/seminars and obtaining various online resources. They also receive a specially commissioned programme manual and essential textbooks.

## ASSESSMENT

Students complete assignments and sit examinations.



# DIPLOMA IN LAW

## KEY FACTS:

### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

**DURATION:** One academic year.

**ACCREDITATION:** National University of Ireland.

**PLACE ON NFQ:** Level 7 (Special Purpose Award).

**COMMENCES:** September 2021.

**APPLICATION DEADLINE:** September 2021.

**FEE:** The cost of the programme is €2,950 per annum (includes all matriculation and examination fees), payable in two instalments. See p.78 for more details.

**PROGRESSION:** Graduates can enter the second year of the BA (Hons) on completion of a bridging programme.

## THE PROGRAMME

The Diploma in Law is a one-year, part-time programme that addresses the basic laws and legal principles that determine and influence the work of the State and private enterprise. It focuses on four key subjects. Students will learn about, among other things, how the Irish courts operate, the rights protected by the Constitution, the legal powers of state bodies, the laws governing contracts and business relationships and the laws that protect employees.

## IS THIS PROGRAMME FOR YOU?

Yes, if you would like to acquire a comprehensive introduction to law in just one academic year. As the programme moves between constitutional, business, administrative and employment law, it attracts a diverse range of students. Many students are also attracted by the very flexible delivery method, which allows students to study at a time and place of their own choosing and participate in interesting webinars/seminars over the course of the academic year.



## SUBJECTS

### The Legal System and Constitutional Law

Public servants must understand the fundamentals of the legal system. This course focuses on the fundamentals, explaining the Irish legal system and the main provisions of the Irish Constitution. Students explore, among other topics, the structure of the court system, practice and procedure in the courts and the rights that the Constitution affords citizens.

### Business and Company Law

All transactions in the State, whether public or private, are governed by law. In this course, students will examine the laws that pertain to the creation, performance and dissolution of contracts, the formation of companies, the acquisition of shares and the liquidation of businesses.

### Administrative Law

Administrative law is a public law subject that deals with the lawful exercise of power by government and state agencies. It seeks, in short, to establish the manner in which public bodies can affect the lives of citizens. Students will examine the laws regarding the civil service, the separation of powers, judicial review and legal compliance.

### Employment Law

A very significant body of laws regulates the employment relationship. This course explains and analyses that body of law, discussing such key topics as the employment contract, the legislation that protects employees and the laws regulating the employment of non-nationals.

## ASSESSMENT

Students complete assignments and sit examinations.

# PROFESSIONAL DIPLOMA IN HUMAN RIGHTS AND EQUALITY

DELIVERED IN ASSOCIATION WITH THE IHREC

## KEY FACTS:

### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

**DURATION:** One academic year.

**PLACE ON THE NFQ:** Level 8 (Special Purpose Award).

**ACCREDITATION:** National University of Ireland.

**COMMENCES:** September/October 2021.

**APPLICATION DEADLINE:** September 2021.

**FEE:** The cost of the programme is €2,190 per annum (includes all matriculation and examination fees), payable in two instalments. See p.78 for more details.

**PROGRESSION:** Students who successfully complete this programme can enter the second year of the BA (Hons) on completing a bridging programme.

## THE PROGRAMME

The Professional Diploma in Human Rights and Equality is a one-year, part-time programme that has been developed in conjunction with the Irish Human Rights and Equality Commission. It seeks to give public servants and others a better understanding of the place that human rights and equality occupy in public management and administration. The responsibility to devise policy, deliver services, and follow processes that protect human rights and further equality has become explicit since the introduction, via legislation, of the public sector duty in this area. This programme provides instruction in the most relevant laws and in their implications for the civil and wider public service.

## IS THIS PROGRAMME FOR YOU?

Yes, if you know you would benefit from a comprehensive education in how human rights and equality influence

contemporary public policy and service delivery. Students come from all parts of the wider public service and beyond and work at various grades. They are all keen to understand how the laws and policies around human rights and equality have become intrinsic to the day-to-day delivery of services and to obtain an informed perspective on the challenges that human rights and equality developments have for the workplace. No prior knowledge of the law in this area is required.

## SUBJECTS

### Philosophical and Political Perspectives on Human Rights and Equality

This module introduces students to the historical and conceptual foundations of contemporary human rights and equality law. Students will learn about the major historical developments in this area, the key theories that have been advanced in support of the universality of human rights and equality, and the current debates about the application of these theories in national and international contexts.

### The International and European Frameworks for Human Rights

Students will be introduced to the United Nations human rights system, the Council of Europe human rights mechanisms (including the European Convention on Human Rights), and the European Union human rights and equality framework. The module is essentially concerned with the international legal framework within which Irish laws and policies sit.

### Human Rights and Equality in the Irish Legal System

The main aim of this module is to introduce students to the protections around human rights and equality provided by the Constitution of Ireland and to the very considerable body of legislation and case law that has developed in Ireland, particularly in recent years.

### Human Rights and Equality in Public Management

This module will give students the knowledge, resources, and skills they need to apply what they have learned about human rights and equality to their working lives and to their organisations. It will use case studies from different sectors to provide guidance on the human rights and equality issues that regularly arise in the working lives of public servants and those charged with managing and delivering public services of all sorts. This module includes coverage of the Public Sector Equality and Human Rights Duty.

## ASSESSMENT

Assessment is based on assignments in all modules and final examinations.



# DIPLOMA IN MANAGEMENT

## KEY FACTS:

### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

**DURATION:** One academic year.

**PLACE ON THE NFQ:** Level 7 (Special Purpose Award).

**ACCREDITATION:** National University of Ireland.

**COMMENCES:** September/October 2021.

**APPLICATION DEADLINE:** September 2021.

**FEE:** The cost of the programme is €2,950 per annum (includes all matriculation and examination fees), payable in two instalments. See p.78 for more details.

**PROGRESSION:** Students who successfully complete this programme can enter the second year of the BA (Hons) programme on completion of a bridging programme.

## THE PROGRAMME

The Diploma in Management is a one-year, part-time programme that explores key subjects in modern management theory and practice. It seeks to equip both those currently working in management and those who hope to obtain management positions with the requisite skills to make a valuable contribution to the strategic direction of their organisation and to advance their own career. Suitable for both those working in the public and private sectors, the Diploma addresses four key management subjects:

- Principles of Management
- Human Resource Management
- Financial Management
- Strategic Management

## IS THIS PROGRAMME FOR YOU?

This one-year programme will be of real interest to those who have some management responsibilities or are eager to obtain the skills and qualifications that management positions require. The delivery method may be an important factor in your decision, as it allows you to study at a time and place of your own choosing.

## SUBJECTS

### Principles of Management

This course provides a solid grounding in the key principles of modern management theory. It explains the origins of contemporary management science and details the most important elements of management, including leadership, HRM and change management.

### Human Resource Management

This course covers several specific topics in the HRM field, including manpower planning, performance management, managing change, health and safety issues, employment legislation and strategic management.

### Financial Management

This course provides students with a clear understanding of standard accounting techniques and the proper management of an organisation's finances. Designed for those with no background in accounting, it addresses, among other things, double-entry book-keeping, how profits are measured and the regulations governing financial statements and disclosure.

### Strategic Management

Strategic management is the study of how organisations meet their objectives and effectively respond to change. This course focuses on strategic management in the Irish public sector, but it covers concepts common to both the public and private sector. Among the topics addressed are the history of strategic management in the Irish public sector, why strategic management is seen as critical and the tools of strategic management.

## ASSESSMENT

Students are assessed by means of assignments and final examinations.

# HEALTHCARE MANAGEMENT PROGRAMMES

2021-2022



WHITAKER SCHOOL  
OF GOVERNMENT AND MANAGEMENT

“ As the IPA provides programmes to working adults, there was a comfortable level of maturity among the student body. I would definitely and strongly recommend the IPA to anyone considering further education.\* ”

\* Taken from IPA student survey 2020





# BACHELOR OF ARTS (HONS) - HEALTHCARE MANAGEMENT

## KEY FACTS:

### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

**DURATION:** Four years of part-time study.

**AWARD:** Honours Bachelor of Arts.

### INTERIM AWARDS:

- **Year One:** Certificate in Public Management.
- **Year Two:** Diploma in Public Management.

**ACCREDITATION:** National University of Ireland.

**PLACE ON NFQ:** Level 8 (Major Award).

**COMMENCES:** September 2021.

**APPLICATION DEADLINE:** September 2021.

**FEES:** The cost of the programme is €3,080 per annum (includes all matriculation and examination fees), payable in one or two instalments. See p.78 for more details.

**PROGRESSION:** Students can progress to the MA (Healthcare Management) or other graduate programmes.

## THE PROGRAMME

This four-year, part-time programme combines study of subjects critical to contemporary public management in all sectors with subjects particular to healthcare management. In addition to learning about the economic, legal and HR issues that affect public administration broadly, students obtain specialised knowledge about health policy, health planning and healthcare in other countries. This highly-regarded qualification includes two interim awards – at Certificate and Diploma level. If students do not wish to take all the subjects in one year, they can study just some of them and take the programme on a phased basis.

## IS THIS PROGRAMME FOR YOU?

This degree will be of real value to those working in health administration at a national or regional level in health or hospital services. As they will take a mix of common and stream subjects, potential students will be interested in placing healthcare management in a broad economic, legal and organisational context.

## SUBJECTS

### YEAR ONE - CERTIFICATE IN PUBLIC MANAGEMENT

The first year is both a stand-alone qualification – Certificate in Public Management – and part of the four year degree programme. See also p. 16.

### Economics

This introductory-level course explains the main theories and principles of economics. No prior knowledge of economics is presumed. The course covers both micro- and macro-economics and addresses such topics as the laws of supply and demand, how market prices are reached, and competition.

### Law

Public servants must understand the fundamentals of the legal system. This course focuses on the fundamentals, explaining the Irish legal system and the main provisions of the Irish Constitution. Students explore, among other topics, the structure of the court system, practice and procedure in the courts and the rights that the Constitution affords citizens.

### Politics, Government and Public Administration

This course is divided into two parts. The first is largely concerned with the institutions of government and the Irish political system. The Irish institutions and systems are compared to those in other countries. The second part of the course focuses on Ireland's system of public and social administration, explaining how the civil service is organised and the management of social welfare services, healthcare, education and housing.

### Principles of Management

This course provides a solid grounding in the key principles of modern management theory. It explains the origins of contemporary management science and details the most important elements of management, including leadership, HRM and change management.

## YEAR TWO – DIPLOMA IN PUBLIC MANAGEMENT

The second year is both a stand-alone qualification – Diploma in Public Management – and the second stage of the four-year degree programme. See also p. 18.

### Health Policy and Planning

This course offers an overview of policy and planning in the Irish health system. It examines the historical development of the system, the impact of demographic changes, and current structures for governance, service delivery and regulation. It also analyses the roles of key stakeholders, important policy developments and the challenges in planning and implementing health policy.

### Economics

This course builds on the fundamentals of economics explored in the Certificate year by exploring both micro- and macro-economics in greater depth. Students will learn about the economic rules and theories that relate to the operation of markets, the distribution of wealth, the allocation of resources, labour supply and inflation.

### Organisation and Management

An organisation's structure is a determining factor in its operation. This course explores current thinking on organisational structure and the role of management in the creation and maintenance of the most appropriate structure. Among the specific topics addressed are the different schools of organisation theory, the design of effective organisations and the significance of the internal culture and the external environment to an organisation's work.

### Social Policy

This course explores the history, organisation and management of Ireland's social infrastructure. It considers such matters as expenditure trends in social services, EU social policy and the factors that influence domestic social policy.

## YEAR THREE

### Governance and Management of Quality in Healthcare

How are quality and safety enacted and protected within the Irish healthcare system? This course answers that question by analysing national and local approaches to the governance and management of quality, including risk management, clinical audit and accreditation systems.

### Economics

This year's course focuses on public sector economics, a field that is critical to public servants at various grades. The topics addressed include economic growth, forecasting and planning, the finances of central and local government and the principles of taxation.

### Financial Management

This course provides students with a clear understanding of standard accounting techniques and the proper management of an organisation's finances. Designed for those who do not possess a background in accounting, it addresses, among other things, double-entry book-keeping and the measurement of profits.

### Administrative Law

Administrative law is a public law subject that deals with the lawful exercise of power by government and state agencies. It explains how public bodies can affect the lives of citizens. Students will examine the laws regarding the civil service, the separation of powers, judicial review and legal compliance.

## YEAR FOUR

### Health Economics

This course considers the economics of healthcare provision. It explores such topics as the nature of the healthcare market, how health insurance affects the cost of healthcare and public and private provision of healthcare.

### Comparative Healthcare

This course examines international trends in healthcare policy, explores healthcare policies and priorities in other OECD countries and policy trends in the EU, compares Irish and international policies and examines the possible relevance of reforms elsewhere for the Irish system.

### Strategic Management

Strategic management is the study of how organisations meet their objectives and effectively respond to change. This course focuses on strategic management in the Irish public sector, but it covers concepts common to both public and private sector organisations.

### Public Policy-Making

This course is concerned policy-making and the response of the modern state to the challenges it faces in a globalised world. It explores issues around the management of the political economy of the modern state and public policy-making in the Irish state. Students will learn about, among other things, how states have responded to the emergence of a global economy, attempts to regulate the market and multi-level governance in Ireland.

## ASSESSMENT

Students complete assignments and take examinations.



# DIPLOMA IN HEALTHCARE MANAGEMENT

## KEY FACTS:

### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

**DURATION:** Two academic years.

**ACCREDITATION:** National University of Ireland.

**PLACE ON NFQ:** Level 6 (Special Purpose Award).

**COMMENCES:** September/October 2021.

**APPLICATION DEADLINE:** September 2021.

**FEES:** €2,300 per annum (includes all matriculation and examination fees and is payable in two instalments). See p.78 for more details.

**PROGRESSION:** Students with a Diploma in Healthcare Management will be admitted to the third year of the Bachelor of Arts (Hons) (Healthcare Management) on completion of a bridging programme.

**ENTRY REQUIREMENTS:** Applicants should be in a supervisory or managerial role. For further information on entry requirements, please contact the IPA.

## THE PROGRAMME

The Diploma in Healthcare Management is a two-year part-time programme that gives students the knowledge and skills they need to make an effective contribution to the management of health services. Students learn about the functions and breadth of the management role, about the healthcare organisation and about financial and human resource management. The programme's focus on both the organisational and the national environment (the micro and the macro) leaves students well placed to advance in their career.

## IS THIS PROGRAMME FOR YOU?

The programme will be of interest both to those who have recently moved into management roles in the health sector and to existing managers who wish to formalise and develop their management skills in the healthcare context.

## PROGRAMME CONTENT

This programme has four modules covering key healthcare management competencies.

### The Management Process in Healthcare Organisations

Students learn about the theories and functions of management and models of organisational structure, culture and strategic planning.

### Health Policy and Planning

Students learn about the historical development of the Irish health system and the recent reforms which have created and re-shaped the HSE. They also learn about key policies in various areas of service delivery such as acute care, primary care and mental health.

### Managing Resources

Students learn about the current national context and the drivers for fiscal restraint. They also learn about approaches to measuring and managing performance before moving to more specific topics such as costing, budgeting, and value for money.

### Human Resource Management

Students learn about the breadth of the HRM function within an organisation and address such key topics as managing performance, understanding motivation and dealing with grievance and discipline.

## DELIVERY

Students study through blended learning, attending scheduled webinars/seminars and using online resources. They also receive specially commissioned programme material and reading lists for each module.

## ASSESSMENT

Students complete written assignments in each module and sit final examinations.

# PROFESSIONAL DIPLOMA IN HEALTH ECONOMICS

## CME/CPD APPROVED

### KEY FACTS:

#### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

**DURATION:** One academic year.

**ACCREDITATION:** National University of Ireland.

**PLACE ON NFQ:** Level 8 (Special Purpose Award).

**COMMENCES:** September/October 2021.

**APPLICATION DEADLINE:** September 2021.

**FEES:** The cost of the programme is €2,300 per annum (includes all matriculation and examination fees), payable in two instalments. See p.78 for more details.

**PROGRESSION:** Graduates can enter the second year of the BA (Hons) on completion of a bridging programme.

### THE PROGRAMME

The Professional Diploma in Health Economics is a one-year, part-time programme that examines the economics of healthcare provision. There is a palpable need for those interested in healthcare in Ireland to understand the economic rationale behind the allocation of resources in this vital sector. To meet this need, the Professional Diploma explores the fundamentals of economics, the distinctive features of healthcare economics and the different mechanisms for evaluating spending on healthcare.

Expressly designed for those who want to obtain a nationally recognised qualification while remaining in work, the Professional Diploma in Health Economics is delivered through a blend of scheduled webinars/seminars, online resources, and programme texts.

### IS THIS PROGRAMME FOR YOU?

How to provide good-quality healthcare in the most efficient manner remains a source of contentious debate around the world. This programme will be of great benefit to anyone working in healthcare provision in Ireland. No prior knowledge of economics is presumed.

Students of this programme are very often:

- Front-line medical staff
- Employees of pharmaceutical companies
- Healthcare administrators from the public and private sectors

### SUBJECTS

#### The Fundamentals of Applied Economics

This module seeks to develop students' knowledge and understanding of the central principles of applied economics. Equipped with this knowledge, students will be able to properly comprehend the policy choices available in the allocation of resources to healthcare. Among the topics addressed are supply and demand, the role of the market, consumer behaviour, competition and generating profit.

#### Health Economics

This module builds on the knowledge that students gained in the Fundamentals module by examining the distinctive features of healthcare economics. Students will learn about the particular economic issues that are integral to this sector. Among the topics addressed are the demand for healthcare, how healthcare is paid for, the role of insurers, the regulation of healthcare professionals and public vs. private provision of healthcare.

#### An Introduction to Healthcare Evaluation Techniques

This module addresses the efficiency and effectiveness of healthcare interventions. Students will address the techniques that have been advanced to evaluate healthcare spending. Among the topics addressed are how to measure effectiveness in healthcare, cost-benefit analysis, cost of illness studies and cost minimisation analysis.

### ASSESSMENT

Students complete written assignments in each module and sit final examinations.

# CERTIFICATE IN HEALTH SERVICES

## KEY FACTS:

### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

**DURATION:** One academic year.

**ACCREDITATION:** National University of Ireland.

**PLACE ON NFQ:** Level 6 (Special Purpose Award).

**COMMENCES:** September/October 2021.

**APPLICATION DEADLINE:** September 2021.

**FEES:** €1,300 (includes all matriculation and examination fees), payable in two instalments. See p.78 for more details.

**PROGRESSION:** Students can continue their studies with the Diploma in Health Services Policy.

- Those working for agencies with links to the health service (e.g. voluntary agencies, personal and social services) and who wish to familiarise themselves with the health system

Past students have included staff of all disciplines working in the Irish health service: medical and administrative staff, allied health professionals, nursing grades and others working within the sector.

## PROGRAMME CONTENT

The programme is delivered through three core blocks which provide a comprehensive overview of the current health system.

### The Historical Development of the Irish Health System

Students learn about how the Irish system has developed since before the formation of the State up to the most recent reforms within the HSE. Key legislation, strategies, reports and policies will be explored.

### Service Delivery

Students learn about the current health of the nation and demographic changes ahead and about policies and structures within key areas of service delivery, including acute care, primary care, social care, and mental health.

### Key Stakeholders in the Irish Health System

Students learn about the main stakeholders in the Irish health system, including the Department of Health, the HSE, voluntary bodies, private sector organisations and regulatory bodies.

## THE PROGRAMME

This programme offers students a comprehensive overview of the Irish health service, relevant legislation, and the current issues and policies affecting the health system. Students will obtain up-to-date knowledge and a practical understanding of the health service, at national and local levels, which will contribute to their effectiveness and performance in the work environment. Students who successfully complete this programme have the option of progressing to the Diploma in Health Services Policy.

## IS THIS PROGRAMME FOR YOU?

This Certificate is ideally suited to:

- Those working in the health service who need to broaden their understanding of various aspects of the service and recent changes
- Staff from other health systems who need to understand how the Irish health system is structured and how it works

## DELIVERY

This programme is delivered through a blend of scheduled webinars/seminars and online resources.

## ASSESSMENT

Students complete written assignments and sit a final examination.



# DIPLOMA IN HEALTH SERVICES POLICY

## KEY FACTS:

### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

**DURATION:** One academic year.

**ACCREDITATION:** National University of Ireland.

**ENTRY REQUIREMENTS:** Students should possess the Certificate in Health Services.

**PLACE ON NFQ:** Level 6 (Special Purpose Award).

**COMMENCES:** September 2021.

**APPLICATION DEADLINE:** September 2021.

**FEES:** €1,600 (includes all matriculation and examination fees), payable in two instalments. See p.78 for more details.

**PROGRESSION:** Participants who successfully complete the Diploma programme may advance to year 2 of the BA (Hons) (Healthcare Management) on completion of a bridging course.

## THE PROGRAMME

This programme has been designed as a development of the Certificate in Health Services. Students must have successfully completed the Certificate programme before gaining entry onto this Diploma. The Diploma is designed to amplify and build on the foundation coverage of health services and policy provided in the Certificate programme. The course is intended to constitute an important step in the career development path of healthcare staff who are working in the context of the current reform process in the Irish health services.

## IS THIS PROGRAMME FOR YOU?

This Diploma is ideally suited to:

- Staff of all disciplines who have successfully completed the Institute's Certificate in Health Services

- Those who wish to develop their understanding of health care policy and of the links between policy and practice
- Those who wish to pursue further their academic pathway in the study of healthcare management

## PROGRAMME CONTENT

The programme is delivered through three core blocks that deepen students' understanding of health policy within the Irish health system.

### Introduction to Health Policy

Students are introduced to frameworks for exploring and analysing health policy. Key health policy priorities within the Irish health system are explored.

### Governance, Funding and Quality in the Irish Health System

Students examine broad system issues such as the increasing focus on governance and accountability, trends in funding and spending over recent decades, and drivers and policies relating to quality within the Irish health system.

### Case Studies

Students use case studies on current key issues to explore challenges with developing, implementing and evaluating health policy.



## DELIVERY

The programme is delivered through a blend of scheduled webinars/seminars and online resources. Students receive comprehensive course material and reading lists for all modules.

## ASSESSMENT

Students complete written assignments and sit a final examination.



# HUMAN RESOURCE MANAGEMENT PROGRAMMES

2021-2022



WHITAKER SCHOOL  
OF GOVERNMENT AND MANAGEMENT

“

*Bringing real-world examples to the classes was a good way to demonstrate theory in practice. My lecturers were very helpful and always open to questions, which added to the experience.\**

”

\* Taken from IPA student survey 2020





# BACHELOR OF ARTS (HONS) - HUMAN RESOURCE MANAGEMENT

## KEY FACTS:

### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

**DURATION:** Four years of part-time study.

**AWARD:** Honours Bachelor of Arts.

### INTERIM AWARDS:

- **Year One** – Certificate in Public Management.
- **Year Two** – Diploma in Public Management.

**ACCREDITATION:** National University of Ireland.

**PLACE ON NFQ:** Level 8 (Major Award).

**COMMENCES:** September 2021.

**APPLICATION DEADLINE:** September 2021.

**FEES:** The cost of the programme is €3,080 per annum (includes all matriculation and examination fees), payable in one or two instalments. See p.78 for more details.

**PROGRESSION:** Students can progress to an MA (HRM) or other graduate programmes.

## THE PROGRAMME

This four-year, part-time programme combines study of subjects critical to contemporary public management in all sectors with subjects particular to HRM. In addition to learning about the economic, legal and HR issues that affect public administration broadly, students obtain specialised knowledge of, among other things, performance measurement, employee relations and leadership. This highly-regarded qualification includes two interim awards – at Certificate and Diploma level. As with the other degree programmes, students who do not wish to take all the subjects in one year can take the programme on a phased basis.

## IS THIS PROGRAMME FOR YOU?

HRM is of course at the heart of modern organisational life and this honours degree attracts students from:

- The wider public sector
- The private sector
- State-sponsored bodies
- The voluntary sector

You may well work, or aspire to work, in the HR function, but the degree is also very suitable for those who want to have a management or supervisory role over the course of their career.

## SUBJECTS

### YEAR ONE – CERTIFICATE IN PUBLIC MANAGEMENT

The first year is both a stand-alone qualification – Certificate in Public Management – and part of the four-year degree programme. See also p. 16.

### Economics

This introductory-level course explains the main theories and principles of economics. No prior knowledge of economics is presumed. The course covers both micro- and macro-economics and addresses such topics as the laws of supply and demand, how market prices are reached and competition.

### Law

Public servants must understand the fundamentals of the legal system. This course focuses on the fundamentals, explaining the Irish legal system and the main provisions of the Irish Constitution. Students explore, among other topics, the structure of the court system, practice and procedure in the courts and the rights that the Constitution affords citizens.

### Politics, Government and Public Administration

This course is divided into two parts. The first is largely concerned with the institutions of government and the Irish political system. The Irish institutions and systems are compared to those in other countries. The second part of the course focuses on Ireland's system of public and social administration.

### Principles of Management

This course provides a solid grounding in the key principles of modern management theory. It explains the origins of contemporary management science and details the most important elements of management, including leadership, HRM and change management.

## YEAR TWO – DIPLOMA IN PUBLIC MANAGEMENT

The second year is both a stand-alone qualification – Diploma in Public Management – and part of the four-year degree programme. See also p. 18.

### Organisational Behaviour

Human behaviour is the critical element in organisational success. This course explores the theories that have developed about how people behave in an organisational setting and how management can respond to those behaviours. It considers such topics as motivation, leadership, group behaviour and organisational culture.

### Organisation and Management

An organisation's structure is a determining factor in its operation. This course explores current thinking on organisational structure and the role of management in the creation and maintenance of the most appropriate structure. Among the specific topics addressed are the different schools of organisation theory, the design of effective organisations and the significance of the internal culture and the external environment to an organisation's work.

### Economics

This course builds on the fundamentals of economics explored in the Certificate year by exploring both micro- and macro-economics in greater depth. Students will learn about the economic rules and theories that relate to the operation of markets, the distribution of wealth, the allocation of resources, labour supply and inflation.

### European Studies

Ireland's membership of the EU is plainly of huge importance to public management. This course explains the key facts of EU membership, addressing the history of the EU, the power and responsibilities of its institutions, the decision-making process, key EU policies, and different perspectives on the EU's development and reform.

## YEAR THREE

### Human Resource Management

This course covers several specific topics in the HRM field, including manpower planning, performance management, managing change, health and safety, employment legislation and strategic management.

### Employee Resourcing, Development and Performance Management

A key requirement of the HRM function in any organisation is to obtain suitable employees and to develop their skills and knowledge. This course examines the elements of this requirement, including recruitment and selection.

### Administrative Law

Administrative law is a public law subject that deals with the lawful exercise of power by government and state agencies. It seeks, in short, to establish the manner in which public bodies can affect the lives of citizens. Students will examine the laws regarding the civil service, the separation of powers, judicial review and legal compliance.

### Economics

This year's course focuses on public sector economics, a field within the discipline that is critical to public servants at various grades. The topics addressed include economic growth, forecasting and planning, the finances of central and local government and the principles of taxation.

## YEAR FOUR

### Human Resource Leadership and Strategy

The evolving nature of the modern organisation requires clear leadership to determine objectives and a clear HR strategy to secure those objectives. This course examines, among other things, leadership theories, HR strategies in a globalised world, the strategic management of human capital and HR strategy in the public sector.

### Employee Relations and Law

This course addresses the key topic of employee relations, examining how such relations can determine an organisation's success or otherwise. It considers the main provisions of employment law, participation and partnership in the workforce, health and safety legislation and managerial strategies for healthy employee relations.

### Economics

The study of economics in the final year of the degree turns to economic policy and policy analysis. The course explores such topics as industrial and regional economic policy, economic integration, globalisation and issues around financing and control.

### Strategic Management

Strategic management is the study of how organisations meet their objectives and effectively respond to change. This course focuses on strategic management in the Irish public sector, but it covers concepts common to both public and private sector organisations.

## ASSESSMENT

Assessment is based on assignments and examinations.

# DIPLOMA IN HUMAN RESOURCE MANAGEMENT

## KEY FACTS:

### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

**DURATION:** One academic year.

**ACCREDITATION:** National University of Ireland.

**PLACE ON NFQ:** Level 7 (Special Purpose Award).

**COMMENCES:** September/October 2021.

**APPLICATION DEADLINE:** September 2021.

**FEES:** The cost of the programme is €2,950 per annum (includes all matriculation and examination fees), payable in one or two instalments. See p.78 for more details.

**PROGRESSION:** Students can enter the second year of the BA (Hons) on successful completion of a bridging programme.

## THE PROGRAMME

The Diploma in Human Resource Management (HRM) explains how organisations effectively manage people. It does this by analysing the aims of the HRM function and by detailing its key features. A one-year part-time programme, it is suitable for those who have no prior knowledge of HRM but are keen to understand the principles, laws and practices that determine the management of staff in the modern workplace.

## IS THIS PROGRAMME FOR YOU?

Yes, if you would like a solid grounding and accredited qualification in the fundamentals of HRM in just one year. The flexible delivery method will particularly appeal to those who, perhaps due to work or domestic commitments, would prefer to study at a time and place of their choosing. The Diploma appeals to those interested in careers in the public

and the private sector, exploring ideas and practices common to both. Some prior knowledge of HRM principles and practices would be beneficial.

## SUBJECTS

### Human Resource Management

This course covers several specific topics in the HRM field, including manpower planning, performance management, managing change, health and safety, employment legislation and strategic management

### Employee Relations and Law

This course addresses the key topic of employee relations, examining how such relations can determine an organisation's success or otherwise. It considers the main provisions of employment law, participation and partnership in the workforce, health and safety legislation and managerial strategies for healthy employee relations.

### Employee Resourcing, Development and Performance Management

A key requirement of the HRM function in any organisation is to obtain suitable employees and to develop their skills and knowledge. This course examines the elements of this requirement, including recruitment and selection, selection interviewing and tests and the principles and processes of performance management.

### Human Resource Leadership and Strategy

The evolving nature of the modern organisation requires clear leadership to determine objectives and a clear HR strategy to secure those objectives. This course examines, among other things, leadership theories, HR strategies in a globalised world, the strategic management of human capital and HR strategy in the public sector.

## DELIVERY

Students study through a blend of online resources, course textbooks, and webinars/seminars.

## ASSESSMENT

Students complete assignments over the course of the year and sit examinations in all four subjects.





“

*I found my degree course to be an enjoyable experience. The qualification has given me added confidence in my work and I frequently find myself using the ideas and models from the different subjects I studied.*

*Michael Cosgrove, IPA Graduate*

”



“

*While studying for my qualification, I found the personalised approach and the support provided by the IPA really helped me to achieve my full potential.*

*Niamh Holden, IPA Graduate*

”



# LOCAL GOVERNMENT PROGRAMMES

2021-2022



WHITAKER SCHOOL  
OF GOVERNMENT AND MANAGEMENT

“Extremely happy with my learning experience. Lecturers were excellent and always willing to facilitate students with any issues that emerged.” \*

\* Taken from IPA student survey 2020





# BACHELOR OF ARTS (HONS) - LOCAL GOVERNMENT

## KEY FACTS:

### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

**DURATION:** Four years of part-time study.

**AWARD:** Honours Bachelor of Arts.

### INTERIM AWARDS:

- **Year One** – Certificate in Public Management.
- **Year Two** – Diploma in Public Management.

**ACCREDITATION:** National University of Ireland.

**PLACE ON NFQ:** Level 8 (Major Award).

**COMMENCES:** September 2021.

**APPLICATION DEADLINE:** September 2021.

**FEES:** The cost of the programme is €3,080 per annum (includes all matriculation and examination fees), payable in one or two instalments. See p.78 for more details.

**PROGRESSION:** Students can progress to the MA (Local Government Management) or other graduate programmes.

## THE PROGRAMME

The BA (Hons) – Local Government is a four-year, part-time programme that combines study of subjects critical to contemporary public management with subjects particular to local government. In addition to learning about the economic, legal and HR issues that affect public administration broadly, students obtain specialised knowledge about such matters as the powers of local authorities, local government finance and local government systems outside Ireland. This degree programme includes two interim awards – at Certificate and Diploma level.

## IS THIS PROGRAMME FOR YOU?

This honours degree often attracts staff from local authorities who want to obtain a third-level qualification while remaining in full-time employment. As students take a mix of common subjects and subjects specific to local government, they are able to understand the issues facing local authorities in relation to broader economic and management theories and practices.

## SUBJECTS

### YEAR ONE – CERTIFICATE IN PUBLIC MANAGEMENT

The first year is both a stand-alone qualification – Certificate in Public Management – and part of the four-year degree programme. See also p. 16.

#### Economics

This introductory-level course explains the main theories and principles of economics. No prior knowledge of economics is presumed. The course covers both micro- and macro-economics and addresses such topics as the laws of supply and demand, how market prices are reached, and competition.

#### Law

Public servants must understand the fundamentals of the legal system. This course focuses on the fundamentals, explaining the Irish legal system and the main provisions of the Irish Constitution. Students explore, among other topics, the structure of the court system, practice and procedure in the courts and the rights that the Constitution affords citizens.

#### Politics, Government and Public Administration

This course is divided into two parts. The first is largely concerned with the institutions of government and the Irish political system. The Irish institutions and systems are compared to those in other countries. The second part of the course focuses on Ireland's system of public and social administration, explaining how the civil service is organised and the management of social welfare services, healthcare, education and housing.

#### Principles of Management

This course provides a solid grounding in the key principles of modern management theory. It explains the origins of contemporary management science and details the most important elements of management, including leadership, HRM and change management.

## YEAR TWO – DIPLOMA IN PUBLIC MANAGEMENT

The second year is both a stand-alone qualification – Diploma in Public Management – and part of the four-year degree programme. See also p. 18.

### Local Government

Students will explore the legislation, policy frameworks, and key issues in the main services that local authorities are mandated to deliver. Attention is paid to roads, planning, housing and environmental services, among other areas.

### Economics

This course builds on the fundamentals of economics explored in the Certificate year by exploring both micro- and macro-economics in greater depth. Students will learn about the economic rules and theories that relate to the operation of markets, the distribution of wealth, the allocation of resources, labour supply and inflation.

### Organisation and Management

An organisation's structure is a determining factor in its operation. This course explores current thinking on organisational structure and the role of management in the creation and maintenance of the most appropriate structure. Among the specific topics addressed are the different schools of organisation theory, the design of effective organisations and the significance of the internal culture and the external environment to an organisation's work.

### European Studies

Ireland's membership of the EU is plainly of huge importance to public management. This course explains the key facts of EU membership, addressing the history of the EU, the power and responsibilities of its institutions, the decision-making process, key EU policies, and different perspectives on the EU's development and reform.

## YEAR THREE

### Local Government and Finance

This course covers a number of key themes in local government reform and explains how local authorities obtain the funds necessary for their operation. It considers, among other things, some of the newer roles of local authorities working with others at local level. On the financial side, the course considers efficiency reforms, the growth of grants, funding options and the capital expenditure of local authorities.

### Economics

This year's course focuses on public sector economics, a field critical to public servants at various grades. The topics addressed include economic growth, forecasting and

planning, the finances of central and local government and the preparation of budgets.

### Financial Management

This course provides students with a clear understanding of standard accounting techniques and the proper management of an organisation's finances. It is designed for those with no background in accounting.

### Administrative Law

Administrative law is a public law subject that deals with the lawful exercise of power by government and state agencies. Students of this course will examine the laws regarding the civil service, the separation of powers, judicial review and legal compliance.

## YEAR FOUR

### Comparative Local Government

This course compares the system of local government that pertains in Ireland with that in other countries. Using both a thematic approach and case studies of specific examples from abroad, it provides a comparative analysis of such key issues as local government finance, duties, citizen participation, and leadership.

### Economics

The study of economics in the final year of the degree turns to economic policy and policy analysis. The course explores such topics as industrial and regional economic policy, economic integration, globalisation and issues around financing and control.

### Strategic Management

Strategic management is the study of how organisations meet their objectives and effectively respond to change. This course focuses on strategic management in the Irish public sector, but it covers concepts common to both the public and private sector.

### Public Policy-Making

This course is concerned with policy-making and the response of the modern state to the challenges it faces in a globalised world. It explores issues around the management of the political economy of the modern state and public policy-making in the Irish state. Students will learn about, among other things, how states have responded to the emergence of a global economy, attempts to regulate the market and multi-level governance in Ireland.

## ASSESSMENT

Students submit assignments and sit examinations.

# CERTIFICATE IN LOCAL GOVERNMENT STUDIES

## KEY FACTS:

### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

### DURATION:

One academic year.

**ACCREDITATION:** National University of Ireland.

**PLACE ON NFQ:** Level 6 (Special Purpose Award).

**COMMENCES:** September/October 2021.

**APPLICATION DEADLINE:** July 12, 2021.

**FEES:** €820 (includes all matriculation and examination fees), payable in one or two instalments. See p.78 for more details.

**PROGRESSION:** Many of our graduates have successfully continued their studies with the Diploma in Local Government Studies. On completion of that programme, they can, after a bridging course, enter stage three of the IPA's Bachelor of Arts (Hons) (Local Government).

## THE PROGRAMME

The Certificate in Local Government Studies provides participants with a grounding in the principal areas of legislation and practice in local government and with the core knowledge and understanding to enable them to work effectively within their role and operational area.

The programme is delivered by national experts in Irish local government. These include the lead IPA course coordinator and senior managers/chief executives from various cities and counties.

## IS THIS PROGRAMME FOR YOU?

This Certificate is ideally suited to:

- Staff of all disciplines (technical, administrative, indoor and outdoor) working in the local government system
- Those working for some time in local government who feel they need to broaden their understanding of an ever changing and dynamic local government system
- Those working in agencies that have links with Irish local government

## PROGRAMME CONTENT

The Certificate covers the following key Local Government topics:

### MODULE ONE

- Rationale, Purpose, Governance and Development of Irish Local Government
- Local Government Reform
- Local Government Finance

### MODULE TWO

- HRM
- Role of the CEO
- Role of the Elected Members
- Planning and Development

### MODULE THREE

- Housing and Building
- Roads and Transportation
- Water Services

### MODULE FOUR

- Environmental Services
- Library, Arts, and Amenities
- Economic and Local Development



## DELIVERY

The Certificate is delivered through a combination of online resources, including a specially commissioned programme text and associated reading lists, and webinars/seminars. The course material incorporates all the key aspects of local government legislation and practice. Webinars/seminars enable IPA local government experts discuss the course material and work to deepen students' understanding of the Irish local government system.

## ASSESSMENT

Assessment is continuous throughout the programme and consists of assignments and an examination.



# DIPLOMA IN LOCAL GOVERNMENT STUDIES

## KEY FACTS:

### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

### DURATION:

One academic year.

**ACCREDITATION:** National University of Ireland.

**PLACE ON NFQ:** Level 6 (Special Purpose Award).

**COMMENCES:** September/October 2021

**APPLICATION DEADLINE:** July 12, 2021

**FEES:** €930 (including all matriculation and examination fees), payable in one or two instalments. See p.78 for more details.

**ENTRY REQUIREMENTS:** IPA Certificate in Local Government Studies.

**PROGRESSION:** Participants who successfully complete the Diploma programme may advance to stage 3 of the Local Government stream of the IPA's Bachelor of Arts (Hons) degree on completion of a bridging course.

## THE PROGRAMME

The Diploma in Local Government Studies provides an in-depth and analytical treatment of the main local authority services. It is also designed to amplify and build on the foundation coverage of legislation provided by the Certificate. Both programmes are intended to be an important step in the career development path of local authority staff and to provide material that will enable staff to improve their current competencies and develop new ones.

## IS THIS PROGRAMME FOR YOU?

This Diploma is ideally suited to:

- Staff of all disciplines who have successfully completed the Certificate in Local Government Studies

## PROGRAMME CONTENT

### MODULE ONE

- Local Government Reform
- Local Government Finance

### MODULE TWO

- Community Development/Governance
- HRM

### MODULE THREE

- The Housing Function
- The Roads Function
- Water Services

### MODULE FOUR

- Planning and Development
- Environment

There will also be a compulsory webinar/seminar which will be concerned with developing the themes of inter-functional and authority-wide issues. It will provide an opportunity for participants to discuss topical areas of direct interest to their jobs. Topics covered include comparative local government, EU and local government, and local government social development.



## DELIVERY

The Diploma is delivered in the same way as the Certificate: through a combination of online resources, including a specially commissioned programme text and associated reading lists, and webinars/seminars. The course material attends to the relevant legislation and practice. Webinars/seminars, which are delivered by IPA experts and experienced local government practitioners, expand on the written course material and support students in learning about and analysing the local government system.

## ASSESSMENT

Assessment is continuous throughout the programme and consists of assignments and an examination.



# CERTIFICATE IN HOUSING STUDIES

## KEY FACTS:

### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

**DURATION:** One academic year.

**ACCREDITATION:** National University of Ireland.

**PLACE ON NFQ:** Level 6 (Special Purpose Award).

**COMMENCES:** September/October 2021.

**APPLICATION DEADLINE:** September 2021.

**FEES:** €990. This includes all matriculation and examination fees. See p.78 for more details.

## THE PROGRAMME

The Certificate in Housing Studies provides housing practitioners, students of public policy and anyone with an interest in housing with a comprehensive introduction to housing services and policy in Ireland. A part-time, accredited programme, it responds to a palpable need among staff working in local authorities and in voluntary and co-operative housing organisations for a greater understanding of the major issues in public/social housing.

## IS THIS PROGRAMME FOR YOU?

The Certificate in Housing Studies will be of huge benefit to housing practitioners, in both generalist and technical positions, in local authorities and approved housing bodies. It provides a system-wide induction to public/social housing—an area of huge national importance—in a practical and applied manner. The programme will also appeal to anyone working in related areas who would like to understand the evolution of housing policy in Ireland.

## PROGRAMME CONTENT

There are seven modules:

1. Housing Services: Planning and Housing Strategies
2. Social Housing Support: Determining Need
3. Housing Supply and the Social Housing Investment Programme
4. Housing Administration (Allocation to Sales)
5. Sustainable Communities: Local Authorities and Good Estate Management
6. Regulation and Management of the Housing Sector
7. Housing Policy: Future Directions

## DELIVERY

This programme is designed for adult students who want to obtain a third-level qualification while also attending to their professional and personal responsibilities. In addition to course material provided online, students attend several webinars/seminars over the academic year. These webinars/seminars consist of presentations on policy objectives and regulatory requirements and workshops on implementation and best practice. Between these events, students study the course material provided.

## ASSESSMENT

Assessment is based on course work and a final exam.





# PROFESSIONAL DIPLOMA IN HOUSING STUDIES

## KEY FACTS:

### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

**DURATION:** One academic year.

**ACCREDITATION:** National University of Ireland.

**PLACE ON NFQ:** Level 8 (Special Purpose Award).

**COMMENCES:** September/October 2021.

**APPLICATION DEADLINE:** September 2021.

**FEES:** €1,350 (including all matriculation and examination fees), payable in one or two instalments. See p.78 for more details.

**ENTRY REQUIREMENTS:** IPA Certificate in Housing Studies or equivalent. Significant experience in the housing area can also be considered ground for entry.

## THE PROGRAMME

The Professional Diploma in Housing Studies—the first course of its kind in Ireland—has been developed to provide an in-depth and analytical treatment of social and supported housing. Housing studies is a field of immense importance in Ireland and elsewhere. The provision of social and affordable housing and of different types of housing supports and rental assistance are key parts of the modern welfare state. Such provision is complex, however, and affected by economic and social considerations, legislation, and broader policy frameworks.

It is vitally important that those interested in housing studies—whether they work in local authorities, government departments, the voluntary and advocacy sectors, relevant state bodies or elsewhere—have expertise in the prevailing theories, the recurring issues and the contentious problems that define the contemporary housing studies field in Ireland and abroad. This professional qualification, which can be taken from anywhere in the country, will furnish participants with that expertise.

## IS THIS PROGRAMME FOR YOU?

The programme has a very broad appeal. Participants may have a personal interest in housing studies or may have professional responsibilities that would be well served by a discrete qualification in this area. Those with a professional interest in housing often work in local government, in the civil service, in state or voluntary bodies or in advocacy organisations especially concerned with the provision and management of housing services. Whether they work in management, administrative or technical positions, this professional diploma will meet their needs by providing a comprehensive introduction to housing studies in Ireland.

## PROGRAMME CONTENT

This Professional Diploma covers the following topics:

- The Housing Market: affordable housing, public housing and rental assistance
- Issues for the Welfare State: social protection and the provision of housing services
- Housing policy in Ireland in a comparative context
- Public Policy Making: from social problems to housing outputs and socio-economic outcomes
- Housing Acts 1966 - 2009: the regulatory framework for housing in Ireland
- The provision of social housing support in Ireland: the roles of public, private and voluntary sectors
- The future direction of housing policy

## DELIVERY

This one-year programme combines online material/resources with several intensive webinars/seminars. Delivered by housing studies experts, webinars/seminars are designed to support students over the course of the programme and to enable them obtain a deeper understanding of housing in Ireland. The course material, meanwhile, includes a specially developed manual and associated reading lists.

## ASSESSMENT

Assessment is based on a combination of continuous assessment and end-of-year exams.

# BUSINESS STUDIES PROGRAMMES

2021-2022



WHITAKER SCHOOL  
OF GOVERNMENT AND MANAGEMENT

“

*I found the IPA to be a very professional and supportive organisation, with a strong commitment to excellence. \**

”

\* Taken from IPA student survey 2020





# BACHELOR OF BUSINESS STUDIES (HONS) - ACCOUNTING

## KEY FACTS:

### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

**DURATION:** Four years of part-time study.

**AWARD:** Honours Bachelor of Business Studies.

### INTERIM AWARDS:

- **Year One** – Certificate in Business Studies.
- **Year Two** – Diploma in Business Studies.

**ACCREDITATION:** National University of Ireland.

**PLACE ON NFQ:** Level 8 (Major Award).

**COMMENCES:** September 2021.

**APPLICATION DEADLINE:** September 2021.

**FEES:** The cost of the programme is €3,080 per annum (includes all matriculation and examination fees), payable in one or two instalments. See p.78 for more details.

**PROGRESSION:** Students can progress to the MSc in Business and Management and other graduate programmes.

**CHOICE OF STREAM SUBJECTS:** This stream of the BBS (Hons) is only offered when there are sufficient student numbers. The subjects in the first year of the programme are taken by all streams.

## THE PROGRAMME

The BBS (Hons) (Accounting) is a four-year, part-time programme that provides a comprehensive examination and analysis of the subjects critical to contemporary business life, focusing on accounting principles and techniques. It includes two interim awards – at Certificate and Diploma level.

## IS THIS PROGRAMME FOR YOU?

This honours degree attracts students who want to analyse and critique business issues and obtain the specific skills required for standard accounting procedures. Graduates can apply for substantial exemptions from the examinations of a number of professional accounting bodies:

- Chartered Institute of Management Accountants (CIMA)
- Association of Chartered Certified Accountants (ACCA)
- Chartered Institute of Public Finance and Accountancy (CIPFA)
- Institute of Certified Public Accountants in Ireland (CPA)

## SUBJECTS

### YEAR ONE – CERTIFICATE IN BUSINESS STUDIES

The first year is both a stand-alone qualification – Certificate in Business Studies – and part of the four-year degree programme. See also p. 66.

### Financial Accounting

This course explains the key principles and techniques of financial accounting. Students will learn about different accounting systems, the purpose of accounting records, the preparation and analysis of profit and loss accounts, balance sheets and income and expenditure accounts.

### Quantitative Methods

All organisations, whether operating commercially or otherwise, must undertake research and analyse relevant data. This course explains the principles of business research and the mathematical techniques used when examining the results of that research. Among the specific topics addressed are the preparation of surveys, population samples and linear regression and correlation.

### Managing IT/Managing Human Resources

This course explores the proper management of two of the most crucial components in an organisation. The first part of the course considers such topics as the role of IT in the workplace and the appraisal of investment in new IT systems. The second part turns to human resources, examining the responsibilities of the HR manager in today's workplace.

### Business Administration and Marketing

This course describes and assesses the proper organisation and control of a business unit and examines a vital business function: marketing. It covers, among other things, financial and administrative controls, best practice in day-to-day operations and marketing strategies.



## YEAR TWO -

### DIPLOMA IN BUSINESS STUDIES (ACCOUNTING)

The second year is both a stand-alone qualification – Diploma in Business Studies – and the second stage of the BBS (Hons) degree. See also p. 67.

#### Cost Accounting

Cost accounting helps managers see the cost of business operations and thus make informed decisions. This course explores the main principles and processes of cost accounting, including budgeting, absorption and marginal costing and basic standard costing.

#### Financial Accounting

This course examines the core elements of financial accounting, a branch of accounting that prepares financial statements for interested parties outside the organisation. Students examine the financial accounts of limited companies, tangible and intangible assets, taxation, cash flow, post-balance sheet events and earnings per share.

#### Economics

This introductory-level course explains the main theories and principles of economics. It covers both micro- and macro-economics and addresses such topics as the laws of supply and demand, how market prices are reached, monopolies and competition and monetary policy.

#### Business and Company Law

All transactions in the State, whether public or private, are governed by law. In this course, students will examine the laws that pertain to the creation, performance and dissolution of contracts, the formation of companies, the acquisition of shares and the liquidation of businesses.

## YEAR THREE

#### Financial Accounting

This course extends student's understanding of the principles and methods in the preparation of accounts, covering such topics as company accounting, consolidated accounts, the interpretation of accounts and company reorganisations.

#### Management Accounting

Management accounting provides vital information to managers within an organisation. This course explores its key components: budgeting, advanced variance analysis, activity-based costing, pricing and divisional performance appraisal.

#### Financial Management

This course explores the crucial elements in financial decision-making, including financial mathematics, the sources of organisational finance, financial risk, investment decisions, the proper management of working capital and mergers and acquisitions.

#### Enterprise and Project Management

This course addresses enterprise and the management of business relationships. Among the specific topics covered are the enterprise cycle, branding, the stages of project management and the e-commerce infrastructure.

## YEAR FOUR

#### Auditing

This course provides a comprehensive explanation of what a financial audit is. It examines the different types of audit, the planning that precedes an audit, the substantive testing an auditor undertakes, the stages in the completion of an audit and the principles of corporate governance.

#### Business Policy

The primary aim of this course is to explain the pivotal importance of strategic thinking and policy development to modern management. It considers, among other things, the factors that shape an organisation's strategy, the business environment, the causes of corporate decline and how to choose between strategy alternatives.

#### Management Accounting Applications and Control

This course applies quantitative methods to accounting principles and processes. It explores, among other topics, the integration of cost data in management, how to establish operational variances, linear programming and regression analysis.

#### Taxation

Any coherent analysis of an organisation's accounts must encompass taxation issues. This course explains tax law in Ireland, examining income tax, corporation tax, capital gains, stamp duty, VAT, capital acquisitions tax and capital gains tax.

## ASSESSMENT

The programme is assessed by means of assignments and final examinations.

# BACHELOR OF BUSINESS STUDIES (HONS) - HUMAN RESOURCE MANAGEMENT

## KEY FACTS:

### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

**DURATION:** Four years of part-time study.

**AWARD:** Honours Bachelor of Business Studies.

### INTERIM AWARDS:

- **Year One** – Certificate in Business Studies.
- **Year Two** – Diploma in Business Studies.

**ACCREDITATION:** National University of Ireland.

**PLACE ON NFQ:** Level 8 (Major Award).

**COMMENCES:** September 2021.

**APPLICATION DEADLINE:** September 2021.

**FEES:** The cost of the programme is €3,080 per annum (includes all matriculation and examination fees), payable in one or two instalments. See p.78 for more details.

**PROGRESSION:** Students can progress to the MSc in Business and Management and other graduate programmes.

**CHOICE OF STREAM SUBJECTS:** This stream of the BBS (Hons) is only offered when there are sufficient student numbers. The subjects in the first year of the programme are taken by all streams.

## THE PROGRAMME

The BBS (Hons) (HRM) is a four-year, part-time programme that provides a comprehensive examination and analysis of the subjects critical to contemporary business life, focusing on Human Resource Management (HRM). It includes two interim awards – at Certificate and Diploma level.

## IS THIS PROGRAMME FOR YOU?

This degree will be of great interest if you work, or would like to work, in the management and development of human resources and would also benefit from a detailed understanding of other key business functions, including accountancy and business policy.

## SUBJECTS

### YEAR ONE – CERTIFICATE IN BUSINESS STUDIES

The first year is both a stand-alone qualification – Certificate in Business Studies – and part of the four-year degree programme. See also p. 66.

#### Financial Accounting

This course explains the key principles and techniques of financial accounting. Students will learn about different accounting systems, the purpose of accounting records, the preparation and analysis of profit and loss accounts, balance sheets and income and expenditure accounts.

#### Quantitative Methods

All organisations, whether operating commercially or otherwise, must undertake research and analyse relevant data. This course explains the principles of business research and the mathematical techniques used when examining the results of that research. Among the specific topics addressed are the preparation of surveys, population samples and linear regression and correlation.

#### Managing IT/Managing Human Resources

This course explores the proper management of two of the most crucial components in an organisation. The first part of the course considers such topics as the role of IT in the workplace and the appraisal of investment in new IT systems. The second part turns to human resources, examining the responsibilities of the HR manager in today's workplace.

#### Business Administration and Marketing

This course describes and assesses the proper organisation and control of a business unit and examines a vital business function: marketing. It covers, among other things, financial and administrative controls, best-practice in day-to-day operations and marketing strategies.

## YEAR TWO – DIPLOMA IN BUSINESS STUDIES (HRM)

The second year is both a stand-alone qualification – Diploma in Business Studies – and the second stage of the BBS (Hons) degree. See also p. 67.

### Organisational Behaviour

Organisations, despite having similar processes and business units, often behave in different ways. A key objective of HRM is to understand and direct organisational behaviour. This course discusses the relevant issues, including communication, organisational culture and group behaviour.

### Business and Company Law

All transactions in the State, whether public or private, are governed by law. In this course, students will examine the laws that pertain to the creation, performance and dissolution of contracts, the formation of companies, the acquisition of shares and the liquidation of businesses.

### Cost Accounting

Cost accounting helps managers see the cost of business operations and thus make informed decisions. This course explores the main principles and processes of cost accounting, including budgeting, absorption and marginal costing and basic standard costing.

### Economics

This introductory-level course explains the main theories and principles of economics. It covers both micro- and macro-economics and addresses such topics as the laws of supply and demand, how market prices are reached, monopolies and competition and monetary policy.

## YEAR THREE

### Human Resource Management

This course covers several specific topics in the HRM field, including manpower planning, performance management, managing change, health and safety, employment legislation and strategic management.

### Employee Resourcing, Development and Performance Management

A key requirement of the HRM function in any organisation is to obtain suitable employees and to develop their skills and knowledge. This course examines the elements of this requirement, including recruitment and selection, selection interviewing and the principles of performance management.

### Management Accounting

Management accounting provides vital information to managers within an organisation. This course explores its key components: budgeting, advanced variance analysis, activity-based costing, pricing and divisional performance appraisal.

### Financial Management

This course analyses the crucial elements in financial decision-making, including financial mathematics, the sources of organisational finance, financial risk, investment decisions, the proper management of working capital and mergers and acquisitions.

## YEAR FOUR

### Employee Relations and Law

This course addresses the key topic of employee relations, examining how such relations can determine an organisation's success or otherwise. It considers the main provisions of employment law, participation and partnership in the workforce, health and safety legislation and managerial strategies for healthy employee relations.

### Human Resource Leadership and Strategy

The evolving nature of the modern organisation requires clear leadership to determine objectives and a clear HR strategy to secure those objectives. This course examines, among other things, leadership theories, HR strategies in a globalised world, the strategic management of human capital and HR strategy in the public sector.

### Business Policy

The primary aim of this course is to explain the pivotal importance of strategic thinking and policy development to modern management. It considers, among other things, the factors that shape an organisation's strategy, the business environment, the causes of corporate decline and how to choose between strategy alternatives.

### Management Accounting Applications and Control

This course applies quantitative methods to accounting principles and processes. It explores, among other topics, the integration of cost data in management, how to establish operational variances, linear programming, and regression analysis.

## ASSESSMENT

The programme is assessed by means of assignments and final examinations.

# BACHELOR OF BUSINESS STUDIES (HONS) - MARKETING

## KEY FACTS:

### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

### INTERIM AWARDS:

- **Year One** – Certificate in Business Studies.
- **Year Two** – Diploma in Business Studies.

**DURATION:** Four years of part-time study.

**AWARD:** Honours Bachelor of Business Studies.

**ACCREDITATION:** National University of Ireland.

**PLACE ON NFQ:** Level 8 (Major Award).

**COMMENCES:** September 2021.

**APPLICATION DEADLINE:** September 2021.

**FEES:** The cost of the programme is €3,080 per annum (includes all matriculation and examination fees), payable in one or two instalments. See p.78 for more details.

**PROGRESSION:** Students can progress to the MSc in Business and Management and other graduate programmes.

**CHOICE OF STREAM SUBJECTS:** This stream of the BBS (Hons) is only offered when there are sufficient student numbers. The subjects in the first year of the programme are taken by all streams.

## THE PROGRAMME

The BBS (Hons) (Marketing) is a four-year, part-time programme that provides a comprehensive examination and analysis of the subjects critical to contemporary business life, focusing on the marketing function. It includes two interim awards – at Certificate and Diploma level.

## IS THIS PROGRAMME FOR YOU?

Marketing is a key function in modern organisations; marketing plans and budgets occupy managers at all levels. A student of this honours degree is likely to want a broad business studies degree – one that includes HR and accounting subjects – and some advanced understanding of contemporary marketing theory. Graduates of this programme can apply for substantial exemptions from the examinations of the Marketing Institute of Ireland.

## SUBJECTS

### YEAR ONE – CERTIFICATE IN BUSINESS STUDIES

The first year is both a stand-alone qualification – Certificate in Business Studies – and part of the four-year degree programme. See also p. 66.

#### Financial Accounting

This course explains the key principles and techniques of financial accounting. Students will learn about different accounting systems; the purpose of accounting records; and the preparation and analysis of profit and loss accounts, balance sheets and income and expenditure accounts.

#### Quantitative Methods

All organisations, whether operating commercially or otherwise, must undertake research and analyse relevant data. This course explains the principles of business research and the mathematical techniques used when examining the results of that research. Among the specific topics addressed are the preparation of surveys, population samples and linear regression and correlation.

#### Managing IT/Managing Human Resources

This course explores the proper management of two of the most crucial components in an organisation. The first part of the course considers such topics as the role of IT in the workplace and the appraisal of investment in new IT systems. The second part turns to human resources, examining the responsibilities of the HR manager in today's workplace.

#### Business Administration and Marketing

This course describes and assesses the proper organisation and control of a business unit and examines a vital business function: marketing. It covers, among other things, financial and administrative controls, best-practice in day-to-day operations and marketing strategies.



## **YEAR TWO -**

### **DIPLOMA IN BUSINESS STUDIES (MARKETING)**

The second year is both a stand-alone qualification – Diploma in Business Studies – and the second stage of the BBS (Hons) degree. See also p. 67.

#### **Marketing Information Analysis**

Marketing campaigns and strategies are dependent on comprehensive and accurate information about target markets. This course explores how useful marketing information is obtained and analysed.

#### **Business and Company Law**

All transactions in the State, whether public or private, are governed by law. In this course, students will examine the laws that pertain to the creation, performance and dissolution of contracts, the formation of companies, the acquisition of shares and the liquidation of businesses.

#### **Cost Accounting**

Cost accounting helps managers see the cost of business operations and thus make informed decisions. This course explores the main principles and processes of cost accounting, including budgeting, absorption and marginal costing and basic standard costing.

#### **Economics**

This introductory-level course explains the main theories and principles of economics. It covers both micro- and macro-economics and addresses such topics as the laws of supply and demand, how market prices are reached, monopolies and competition and monetary policy.

## **YEAR THREE**

### **Marketing Communications**

This course explores the theories and practices marketers use when formulating advertising and communication strategies. It addresses the different types of advertising, the nature of public relations, online and direct marketing and buyer behaviour.

### **Management Accounting**

Management accounting provides vital information to managers within an organisation. This course explores its key components: budgeting, advanced variance analysis, activity-based costing, pricing and divisional performance appraisal.

### **Financial Management**

This course analyses the crucial elements in financial decision-making, including financial mathematics, the sources of organisational finance, financial risk, investment decisions, the proper management of working capital and mergers and acquisitions.

### **Enterprise and Project Management**

This course explores enterprise and the management of business relationships. Among the specific topics covered are the enterprise cycle, branding, the stages of project management and the e-commerce infrastructure.

## **YEAR FOUR**

### **Strategic Marketing and Planning**

This course places the marketing material that students have studied up to this point in the context of strategy formulation and implementation. It examines a range of topics central to the contemporary marketing function, including marketing segmentation, branding, strategic pricing and supply chain management.

### **Business Policy**

The primary aim of this course is to explain the pivotal importance of strategic thinking and policy development to modern management. It considers, among other things, the factors that shape an organisation's strategy, the business environment, the causes of corporate decline and how to choose between strategy alternatives.

### **Management Accounting Applications and Control**

This course applies quantitative methods to accounting principles and processes. It explores, among other topics, the integration of cost data in management, how to establish operational variances, linear programming and regression analysis.

### **Taxation**

Any coherent analysis of an organisation's accounts must encompass taxation issues. This course explains tax law in Ireland, examining income tax, corporation tax, capital gains, stamp duty, VAT, capital acquisitions tax and capital gains tax.

## **ASSESSMENT**

Students are assessed on the basis of assignments in each subject and final examinations.

# CERTIFICATE IN BUSINESS STUDIES

## KEY FACTS:

### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

**DURATION:** One academic year.

**ACCREDITATION:** National University of Ireland.

**PLACE ON NFQ:** Level 6 (Minor Award).

**COMMENCES:** September 2021.

**APPLICATION DEADLINE:** September 2021.

**FEES:** The cost of the programme is €3,080 per annum (includes all matriculation and examination fees), payable in one or two instalments. See p.78 for more details.

**PROGRESSION:** Students can progress to the second year of the Diploma in Business Studies or BBS (Hons).

## THE PROGRAMME

The Certificate in Business Studies is a one-year, part-time programme that provides a systematic introduction to modern business theory and practice. Students take four subjects and address such crucial topics as accounting techniques, research and quantitative methods, the HRM function in modern organisations and marketing strategies.

The Certificate is both a stand-alone qualification and the first year of the four-year Bachelor of Business Studies (Hons) programme. Students who successfully complete this year can enter the second year of the BBS (Hons), where they will have the opportunity to obtain an interim diploma qualification and specialise in a field of particular relevance to them.

## IS THIS PROGRAMME FOR YOU?

If you want to obtain a solid understanding of subjects at the core of business life, this one-year programme will most certainly meet your needs. While many students wish to develop a career in private sector industry (financial services, marketing, business management, etc), the subjects studied have such a wide application that the programme attracts a diverse student body.

## SUBJECTS

### Financial Accounting

This course explains the key principles and techniques of financial accounting. Students will learn about different accounting systems; the purpose of accounting records; and the preparation and analysis of profit and loss accounts, balance sheets and income and expenditure accounts.

### Quantitative Methods

All organisations, whether operating commercially or otherwise, must undertake research and analyse relevant data. This course explains the principles of business research and the mathematical techniques used when examining the results of that research. Among the specific topics addressed are the preparation of surveys, population samples and linear regression and correlation.

### Managing IT/Managing Human Resources

This course explores the proper management of two of the most crucial components in an organisation. The first part of the course considers such topics as the role of IT in the workplace and the appraisal of investment in new IT systems. The second part turns to human resources, examining the responsibilities of the HR manager in today's workplace.

### Business Administration and Marketing

This course describes and assesses the proper organisation and control of a business unit and examines a vital business function: marketing. It covers, among other things, financial and administrative controls, best-practice in day-to-day operations and marketing strategies.

## ASSESSMENT

The programme is assessed by means of assignments and final examinations.

# DIPLOMA IN BUSINESS STUDIES

## KEY FACTS:

### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

**DURATION:** Two academic years.

**INTERIM AWARD:** Certificate in Business Studies (Year 1).

**ACCREDITATION:** National University of Ireland.

**PLACE ON NFQ:** Level 6.

**COMMENCES:** September 2021.

**APPLICATION DEADLINE:** September 2021.

**FEES:** The cost of the programme is €3,080 per annum (includes all matriculation and examination fees), payable in one or two instalments. See p.78 for more details.

**PROGRESSION:** Students can progress to the relevant stream of the third year of the BBS (Hons).

**CHOICE OF STREAM SUBJECTS:** The stream subjects available in any given year depend on student numbers.

## THE PROGRAMME

This two-year part-time programme is both a stand-alone qualification and the second year of the four-year (BBS) Hons programme. Having completed the first year—Certificate in Business Studies—students continue their studies with four subjects from one of four streams:

- Accounting
- Marketing
- Information Systems Management
- Human Resource Management

If students do not wish to take all the subjects in one year, they can study on a phased basis.

## IS THIS PROGRAMME FOR YOU?

The subjects covered in the Diploma have a wide application and the programme attracts students interested in careers in both the private and public sectors. It offers instruction in both core business competencies and in specific business functions, allowing students gain a solid understanding of the principles and practices that govern contemporary business life and to specialise in a specific stream.

## SUBJECTS

### YEAR ONE – CERTIFICATE IN BUSINESS STUDIES

The first year is both a stand-alone qualification and the first stage in the Diploma and the BBS (Hons). See p.66 for more details.

### YEAR TWO

#### Cost Accounting

Cost accounting helps managers see the cost of business operations and thus make informed decisions. This course explores the main principles and processes of cost accounting, including budgeting, absorption and marginal costing and basic standard costing.

#### Economics

This introductory-level course explains the main theories and principles of economics. It covers both micro- and macro-economics and addresses such topics as the laws of supply and demand, how market prices are reached, monopolies and competition and monetary policy.

#### Business and Company Law

All transactions in the State, whether public or private, are governed by law. In this course, students will examine the laws that pertain to the creation, performance and dissolution of contracts, the formation of companies, the acquisition of shares and the liquidation of businesses.

### STUDENTS CHOOSE A FOURTH SUBJECT FROM ONE OF THE FOLLOWING STREAMS:

#### Accounting

**Financial Accounting:** This course examines the core elements of financial accounting, a branch of accounting that prepares financial statements for interested parties outside the organisation. Students examine the financial accounts of limited companies, tangible and intangible assets, taxation, cash flow, post-balance sheet events and earnings per share.

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## Marketing

**Marketing Information Analysis:** Marketing campaigns and strategies are dependent on comprehensive and accurate information about target markets. This course explores how useful marketing information is obtained and analysed.

## Information Systems Management

**Information Systems Design and Development:** This course explores the concepts and techniques of systems analysis and design, systems life cycle, data-flow diagrams, data modelling and rapid applications development.

## Human Resource Management

**Organisational Behaviour:** Organisations, despite having similar processes and business units, often behave in different ways. A key objective of HRM is to understand and direct organisational behaviour. This course discusses the relevant issues, including communication, organisational culture and group behaviour.

## ASSESSMENT

The programme is assessed by means of assignments and final examinations.







# INFORMATION SYSTEMS/TECHNOLOGY PROGRAMMES

2021-2022



WHITAKER SCHOOL  
OF GOVERNMENT AND MANAGEMENT

“

*Having returned to study after 20 years, I was pleasantly surprised to find that the lecturers in the IPA are genuinely interested in their students and willing to help.\**

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# BACHELOR OF BUSINESS STUDIES (HONS) - INFORMATION SYSTEMS MANAGEMENT

## KEY FACTS:

### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

**DURATION:** Four years of part-time study.

**AWARD:** Honours Bachelor of Business Studies.

### INTERIM AWARDS:

- **Year One** – Certificate in Business Studies.
- **Year Two** – Diploma in Business Studies.

**ACCREDITATION:** National University of Ireland.

**PLACE ON NFQ:** Level 8 (Major Award).

**COMMENCES:** September 2021.

**APPLICATION DEADLINE:** September 2021.

**FEES:** The cost of the programme is €3,080 per annum (includes all matriculation and examination fees), payable in one or two instalments. See p.78 for more details.

**PROGRESSION:** Students can progress to graduate studies with the IPA.

**CHOICE OF STREAM SUBJECTS:** This stream of the BBS (Hons) is only offered when there are sufficient student numbers. The subjects in the first year of the programme are taken by all streams.

## THE PROGRAMME

The BBS (Hons) – Information Systems Management is a four-year, part-time programme that provides a comprehensive examination and analysis of the subjects critical to contemporary business life, focusing on how information systems are managed. It includes two interim awards – at Certificate and Diploma level.

## IS THIS PROGRAMME FOR YOU?

The syllabus for this degree will appeal to those interested in the design, development and organisation of information systems and the human factors relevant to them. It also includes subjects that are at the heart of all business studies qualifications, including accounting and business policy.

## SUBJECTS

### YEAR ONE – CERTIFICATE IN BUSINESS STUDIES

The first year is both a stand-alone qualification – Certificate in Business Studies – and part of the four-year degree programme. See p. 66.

#### Financial Accounting

This course explains the key principles and techniques of financial accounting. Students will learn about different accounting systems, the purpose of accounting records, the preparation and analysis of profit and loss accounts, balance sheets and income and expenditure accounts.

#### Quantitative Methods

All organisations, whether operating commercially or otherwise, must undertake research and analyse relevant data. This course explains the principles of business research and the mathematical techniques used when examining the results of that research. Among the specific topics addressed are the preparation of surveys, population samples and linear regression and correlation.

#### Managing IT/Managing Human Resources

This course explores the proper management of two of the most crucial components in an organisation. The first part of the course considers such topics as the role of IT in the workplace and the appraisal of investment in new IT systems. The second part turns to human resources, examining the responsibilities of the HR manager in today's workplace.

#### Business Administration and Marketing

This course describes and assesses the proper organisation and control of a business unit and examines a vital business function: marketing. It covers, among other things, financial and administrative controls, best-practice in day-to-day operations and marketing strategies.



## YEAR TWO – DIPLOMA IN BUSINESS STUDIES

The second year is both a stand-alone qualification – Diploma in Business Studies – and part of the four-year degree programme. See also p. 67.

### Information Systems Design and Development

This course explores the concepts and techniques of systems analysis and design, systems life cycle, data-flow diagrams, data modelling and rapid applications development.

### Business and Company Law

All transactions in the State, whether public or private, are governed by law. In this course, students will examine the laws that pertain to the creation, performance and dissolution of contracts, the formation of companies, the acquisition of shares and the liquidation of businesses.

### Cost Accounting

Cost accounting helps managers see the cost of business operations and thus make informed decisions. This course explores the main principles and processes of cost accounting, including budgeting, absorption and marginal costing and basic standard costing.

### Economics

This introductory-level course explains the main theories and principles of economics. It covers both micro- and macro-economics and addresses such topics as the laws of supply and demand, how market prices are reached, monopolies and competition and monetary policy.

## YEAR THREE

### Managing the Software/Data Infrastructure

This is a technical management course that includes the study of database design and management, the integration of data types, security, human factors in software design, and industry trends.

### Managing the Hardware Infrastructure

The aim of this course is to provide a sound understanding of hardware infrastructure management. It examines such topics as network planning, hardware configurations, protocols, design options, security and contingency measures and industry trends.

### Management Accounting

Management accounting provides vital information to managers within an organisation. This course explores its key components: budgeting, advanced variance analysis, activity-based costing, pricing and divisional performance appraisal.

## Financial Management

This course analyses the crucial elements in financial decision-making, including financial mathematics, the sources of organisational finance, financial risk, investment decisions, the proper management of working capital and mergers and acquisitions.

## YEAR FOUR

### Information Systems (IS) Planning

This course examines the planning of IS, the inclusion of IS in broader business strategies, the economics of IS development and the role of IS in project management.

### Human Factors in Information Systems

The human factors that affect the planning, introduction and management of IS systems are discussed in this course. Among the topics addressed are cognitive and behaviourist approaches to human interventions in IS, how change is managed and legal issues.

### Organisation and Design of Information Systems

This course considers the implications for organisation and business process design of information systems, including the customer and business environment, business process re-engineering and organisation structure.

### Business Policy

The primary aim of this course is to explain the pivotal importance of strategic thinking and policy development to modern management. It considers, among other things, the factors that shape an organisation's strategy, the business environment, the causes of corporate decline and how to choose between strategy alternatives.

## ASSESSMENT

Students will submit assignments through the academic year and will sit final examinations.



# BACHELOR OF ARTS (HONS) - INFORMATION TECHNOLOGY MANAGEMENT

## KEY FACTS:

### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

### ENTRY REQUIREMENTS:

Applicants must have completed the Diploma in Computer Studies or equivalent qualification at Level 6 (Major) on the NFQ.

**DURATION:** Two academic years.

**AWARD:** Honours Bachelor of Arts.

**ACCREDITATION:** National University of Ireland.

**PLACE ON NFQ:** Level 8 (Major Award).

**COMMENCES:** September 2021.

**APPLICATION DEADLINE:** September 2021.

**FEES:** The cost of the programme is €3,080 per annum (includes all matriculation and examination fees), payable in one or two instalments. See p.78 for more details.

**PROGRESSION:** Students can progress to graduate studies with the IPA.

## THE PROGRAMME

This programme allows graduates of the Whitaker School's Diploma in Computer Studies or equivalent qualification to obtain an honours degree in IT management in two years. Students combine the study of economics and strategic and financial management with subjects specific to IT management.

## IS THIS PROGRAMME FOR YOU?

If you have completed the Diploma in Computer Studies or equivalent qualification, this programme presents an ideal opportunity to obtain an honours degree in just two years and to acquire some expertise in other subjects central to public management.

## SUBJECTS

### YEAR ONE

#### Economics

This year's course focuses on public sector economics, a field that is critical to public servants at various grades. The topics addressed include economic growth, forecasting and planning, the finances of central and local government, the principles of taxation, the preparation of budgets, borrowing and the national debt and income redistribution.

#### Managing the Software/Data Infrastructure

This is a technical management course that includes the study of database design and management, the integration of data types, security, human factors in software design, and industry trends.

#### Managing the Hardware Infrastructure

The aim of this course is to provide a sound understanding of hardware infrastructure management. It examines such topics as network planning, hardware configurations, protocols, design options, security and contingency measures and industry trends.

#### Financial Management

This course aims to provide students with a clear understanding of standard accounting techniques and the proper management of an organisation's finances. Designed for those who do not possess a background in accounting, it addresses, among other things, double-entry book-keeping, how profits are measured and the regulations governing financial statements and disclosure.

### YEAR TWO

#### Information Systems (IS) Planning

This course examines the planning of IS, the inclusion of IS in broader business strategies, the economics of IS development and the role of IS in project management.



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### Human Factors in Information Systems

The human factors that affect the planning, introduction and management of IS systems are discussed in this course. Among the topics addressed are cognitive and behaviourist approaches to human interventions in IS, how change is managed and legal issues.

### Economics

The study of economics in this year turns to economic policy and policy analysis. The course explores such topics as industrial and regional economic policy, economic integration, the theory and practice of cost-benefit analysis and issues around financing and control.

### Strategic Management

Strategic management is the study of how organisations meet their objectives and effectively respond to change. This course focuses on strategic management in the Irish public sector, but it covers concepts common to both public and private sector organisations.

### ASSESSMENT

The programme is assessed through assignments and final examinations.

# DIPLOMA IN COMPUTER STUDIES

## KEY FACTS:

### DELIVERY METHOD:

For the academic year 2021-2022, the programme is delivered through a blended learning model. Students access a range of online resources and course material and attend webinars/seminars. For multi-year programmes, seminar plans will be made in line with public health restrictions. Further details will be provided on registration.

**DURATION:** 18 months.

**ACCREDITATION:** National University of Ireland.

**PLACE ON NFQ:** Level 6 (Special Purpose Award).

**COMMENCES:** October/November 2021.

**APPLICATION DEADLINE:** September 2021.

**FEES:** The cost of the programme is €1,950 for the first semester and €2,995 for the second.

**PROGRESSION:** Students can progress to the final two stages of the BA (Hons) – IT Management and the BBS (Hons) – IS Management on completion of a bridging programme.

## THE PROGRAMME

The Diploma in Computer Studies is a part-time programme of training and education leading to a professional qualification in Information Technology.

## IS THIS PROGRAMME FOR YOU?

This programme is particularly suitable for both end users with a strong interest in Information Technology who would like to make a career in IT and those already working in IT who would like to extend their knowledge and convert their experience into a formal qualification.

## PROGRAMME CONTENT

The programme has three compulsory modules:

- Hardware and Software Fundamentals
- Project and Operations Management
- Security Foundations

Students also take two electives from the following five modules:

- Cloud and Virtualisation
- Big Data and Data Analytics
- Web Design
- Systems Development
- Database Design

Students taking Systems Development must also take Database Design. Students taking Database Design can take any other elective.

## DELIVERY

This is a part-time programme that is delivered over two semesters. It is delivered through a combination of online resources and intensive webinars.

## PROGRESSION

Graduates of the Diploma programme may progress to the final two stages of the Bachelor of Arts (Hons) IT programme or the BBS (Hons) IS Management programme on completion of a short course of bridging studies.

## ASSESSMENT

Assessment is through a combination of on-line testing, assignments, project work and examination.





## ESSENTIAL INFORMATION

### TIMETABLES

Timetables depend on the programme being taken and are available from the undergraduate office prior to registration. Programmes generally run from the middle of September until the end of March, with a break for Christmas.

### EXAMINATIONS

Examinations for most programmes will take place at various dates in **April 2022**. Some programmes, however, have exams in December/January/March. Dates for examinations will be provided on registration.

### DELIVERY OF STREAM SUBJECTS (DEGREE PROGRAMMES ONLY)

Students of the BA (Hons) and BBS (Hons) choose a subject stream when entering the second year of their programme. They then study subjects common to all streams and subjects specific to their stream. **The streams available in any given year depend on student numbers.** If there are insufficient numbers to offer a stream, students will be offered an alternative stream.

### PAYING FEES

Fees are to be paid in one or two instalments. The first instalment **must** be paid before the programme begins.

#### Fees can be paid by:

- Electronic Transfer (contact the Undergraduate Office for details)
- Debit/Credit Card (contact the Undergraduate Office for details)
- Cheque (payable to Institute of Public Administration)
- Bank Draft

#### Employers and Fees

Where employers are paying fees directly to the IPA, students, when enrolling, must provide a PO number and employer authorisation (name, address, and signature of authorising officer). Alternatively, students may submit a letter from their training or HR officer confirming that fees will be paid directly.

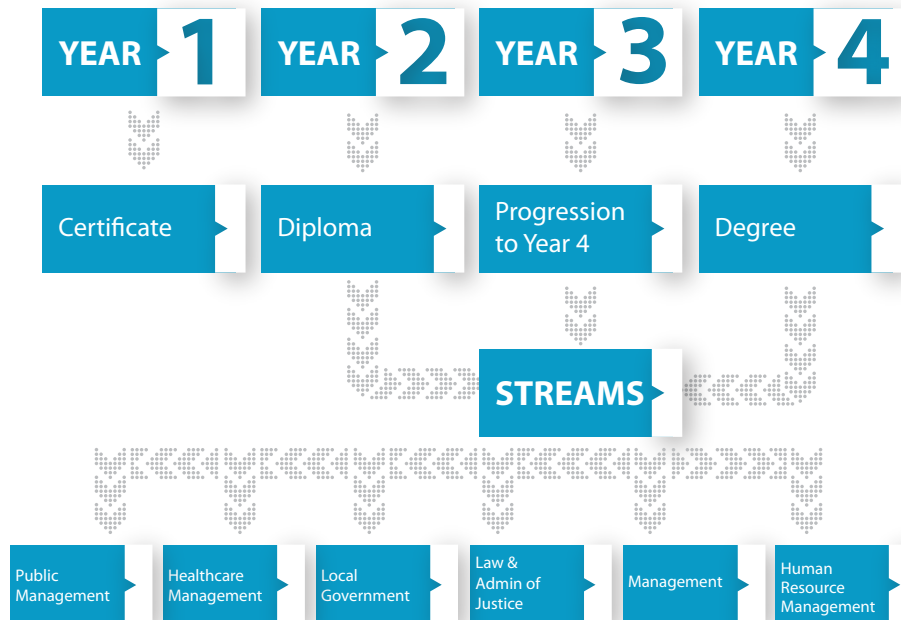
**Note: A letter stating that fees will be refunded to students at the end of the year will not suffice.**

#### Tax Relief on Fees

Students who pay their own fees are eligible under the 1996 Finance Act for tax relief at the standard rate, as the IPA is an appointed institution under the Act. Programmes must be longer than one year in duration for students to qualify for tax relief.



# STRUCTURE OF THE BACHELOR OF ARTS (HONS) AND BACHELOR OF BUSINESS STUDIES (HONS) PROGRAMMES



## BACHELOR OF ARTS (HONS)

Students take four subjects in each year of this programme. All students take the same four subjects in the first year. In the second year, they take some core subjects and some elective subjects that allow them to specialise in one of six streams: Public Management, Healthcare Management, Local Government, Law and the Administration of Justice, Management and Human Resource Management. Interim awards are given at the end of years one and two.



## BACHELOR OF BUSINESS STUDIES (HONS)

Students take four subjects in each year of this programme. All students take the same four subjects in the first year. In the second year, they take some core subjects and some elective subjects that allow them to specialise in one of four streams: Accounting, Marketing, Information Systems Management and Human Resource Management. Interim awards are given at the end of years one and two.

## TABLE OF FEES

**Note on Fees:** Fees may increase slightly from year to year. Where this occurs, continuing students will be charged the increased fee.

| PUBLIC MANAGEMENT PROGRAMMES                                      | COST             |
|---|------------------|
| BA (HONS) - PUBLIC MANAGEMENT                                     | €3,080 per annum |
| BA (HONS) - LAW AND THE ADMINISTRATION OF JUSTICE                 | €3,080 per annum |
| BA (HONS) - MANAGEMENT  | €3,080 per annum |
| CERTIFICATE IN PUBLIC MANAGEMENT                                  | €3,080 per annum |
| DIPLOMA IN PUBLIC MANAGEMENT                                      | €3,080 per annum |
| CERTIFICATE IN CIVIL SERVICE AND STATE AGENCY STUDIES             | €1,150 per annum |
| DIPLOMA IN CIVIL SERVICE AND STATE AGENCY STUDIES                 | €1,200 per annum |
| CERTIFICATE IN PUBLIC PROCUREMENT                                 | €4,500 per annum |
| PROFESSIONAL DIPLOMA IN PUBLIC PROCUREMENT                        | €4,500 per annum |
| PROFESSIONAL DIPLOMA IN OFFICIAL STATISTICS FOR POLICY EVALUATION | €1,600 per annum |
| CERTIFICATE IN PROJECT MANAGEMENT                                 | €1,900 per annum |
| PROFESSIONAL DIPLOMA IN PROJECT MANAGEMENT                        | €2,900 per annum |
| PROFESSIONAL DIPLOMA IN MANAGEMENT DEVELOPMENT                    | €2,500 per annum |
| PROFESSIONAL DIPLOMA IN MANAGING CHANGE                           | €2,500 per annum |
| CERTIFICATE IN IRISH GOVERNMENT AND POLITICS                      | €1,100 per annum |
| DIPLOMA IN LAW  | €2,950 per annum |
| PROFESSIONAL DIPLOMA IN HUMAN RIGHTS AND EQUALITY                 | €2,190 per annum |
| DIPLOMA IN MANAGEMENT   | €2,950 per annum |

| HEALTHCARE MANAGEMENT PROGRAMMES         | COST             |
|--|------------------|
| BA (HONS) - HEALTHCARE MANAGEMENT        | €3,080 per annum |
| DIPLOMA IN HEALTHCARE MANAGEMENT         | €2,300 per annum |
| PROFESSIONAL DIPLOMA IN HEALTH ECONOMICS | €2,300 per annum |
| DIPLOMA IN HEALTH SERVICES POLICY        | €1,600 per annum |
| CERTIFICATE IN HEALTH SERVICES           | €1,300 per annum |

| HUMAN RESOURCE MANAGEMENT PROGRAMMES  | COST             |
|---------------------------------------|------------------|
| BA (HONS) - HUMAN RESOURCE MANAGEMENT | €3,080 per annum |
| DIPLOMA IN HUMAN RESOURCE MANAGEMENT  | €2,950 per annum |





| LOCAL GOVERNMENT PROGRAMMES             | COST             |
|---|------------------|
| BA (HONS) – LOCAL GOVERNMENT            | €3,080 per annum |
| DIPLOMA IN LOCAL GOVERNMENT STUDIES     | €930 per annum   |
| CERTIFICATE IN LOCAL GOVERNMENT STUDIES | €820 per annum   |
| CERTIFICATE IN HOUSING STUDIES          | €990 per annum   |
| PROFESSIONAL DIPLOMA IN HOUSING STUDIES | €1,350 per annum |

| BUSINESS STUDIES PROGRAMMES            | COST             |
|--|------------------|
| BBS (HONS) - ACCOUNTING                | €3,080 per annum |
| BBS (HONS) - HUMAN RESOURCE MANAGEMENT | €3,080 per annum |
| BBS (HONS) - MARKETING                 | €3,080 per annum |
| CERTIFICATE IN BUSINESS STUDIES        | €3,080 per annum |
| DIPLOMA IN BUSINESS STUDIES            | €3,080 per annum |
| DIPLOMA IN MARKETING                   | €2,950 per annum |

| INFORMATION SYSTEMS (IS) / TECHNOLOGY (IT) PROGRAMMES | COST   |
|---|--|
| BBS (HONS) – IS MANAGEMENT                            | €3,080 per annum                                 |
| BA (HONS) – IT MANAGEMENT                             | €3,080 per annum                                 |
| DIPLOMA IN COMPUTER STUDIES                           | <b>Stage 1:</b> €1,950<br><b>Stage 2:</b> €2,995 |

# ADMISSION REQUIREMENTS AND APPLICATIONS

## APPLICANTS REQUIRE:

1. Leaving Certificate (examination from 2017 onwards):  
Candidates must obtain a pass in at least six subjects accepted for NUI matriculation purposes, with at least Grade H5 in two subjects on the Higher Level and at least Grade H7 (Higher Level) or O6 (Ordinary Level) in four subjects. Papers passed must include Irish, English and a third language. Students applying for the BBS (Hons) must have passed the Mathematics paper.

OR

2. Students of mature years (students over 21 on January 1 of the calendar year of entry) may be matriculated by the IPA for the purpose of entering a course of study.

### Special Case Applications

Prospective students who do not meet the requirements under paragraphs 1 and 2 above may qualify for admission by meeting other equivalent requirements. A Special Case Application Form can be requested from:

#### Dr Denis O'Brien

Registrar

Institute of Public Administration

57-61 Lansdowne Road

Dublin 4

**Tel:** +353 (01) 240 3600

**Email:** [undergrad@ipa.ie](mailto:undergrad@ipa.ie)

### Subject Accumulation

In some programmes, students may enrol for one or more subjects each year until they complete the programme stage.

### Exemptions

Graduates and those with other relevant awards, in particular university, QQI and Institute of Technology awards, may apply for an exemption from a subject(s) or entire stage of certain IPA programmes. Only those who have studied relevant disciplines will be considered for exemptions.

**Exemptions cannot be awarded in a one-year programme or at the award stage of longer programmes.**

Application forms for exemptions are available from the IPA. They must be completed and returned no later than early October 2021. Applications must be accompanied by transcripts of results for each year of previous third-level studies.



## HOW TO APPLY

### By Email (preferred method)

Please download and complete the application form on [www.ipa.ie](http://www.ipa.ie) and email it, along with the items listed below, to [undergrad@ipa.ie](mailto:undergrad@ipa.ie).

### By Post

Alternatively, you can complete the application form at the end of this prospectus and, including the items listed below, return it by post.

### What to Provide (email or post)

Applicants must provide:

- Their **full** name (this is the name that will appear on any future award parchments).
- A passport-type photograph
- A photocopy of their passport, birth certificate or driving licence
- A photocopy of their Leaving Certificate or relevant qualification (only if you are under 21)
- The fee for the programme or confirmation, including a PO number, that fees will be paid by an employer (please contact the Undergraduate Office)

**APPLICATIONS CANNOT BE PROCESSED UNLESS  
ALL RELEVANT DOCUMENTATION IS INCLUDED.**

## DATA PROTECTION

The information provided by you as part of your application will be used and protected in full compliance with data protection legislation. The data is solely gathered for the purpose of supporting your education at the IPA. We do not share your data with third parties, except with the designated awarding body for the purpose of making an academic award. If you would like to receive occasional information on programmes relevant to your studies, please tick the box on the application form.

- **The preferred method of application is by email.** Download and complete an application form from [www.ipa.ie](http://www.ipa.ie) and return it, along with the items listed below, to [undergrad@ipa.ie](mailto:undergrad@ipa.ie)
- Students can also, however, apply by post by completing this form and returning it to the address provided at the end of the form

**YOU MUST EMAIL/ENCLOSE:**

|                                      |                          |  |                          |
|--------------------------------------|--------------------------|--|--------------------------|
| 1. A photo                           | <input type="checkbox"/> | 3. Copy of passport or birth cert or driving licence | <input type="checkbox"/> |
| 2. Course fee/employer authorisation | <input type="checkbox"/> | 4. Copy of Leaving cert (if under 21)                | <input type="checkbox"/> |

Please write **(in block capitals)** the **FULL** title of the course you are enrolling for (e.g. **CERTIFICATE IN PUBLIC MANAGEMENT**)  
(Check the programme page for the **FULL** title).

\_\_\_\_\_

Have you previously enrolled in a programme with the IPA? Yes ☐ No ☐

If **Yes**, please provide your **student number**, **course title** and **year** of graduation. \_\_\_\_\_

**Note: Email is the primary means of communication for all coursework and assessment matters. Students must notify the IPA of any change of email or correspondence address.**

[illegible]

Middle name | | | | | | | | | | | | | | Title | | | | | | Gender: Female ☐ Male ☐

Date of Birth | | | | | | | Nationality | | | | | | | | | | | | | | | | |

Primary Email | | | | | | | | | | | | | | | | | | | | | |

[illegible][illegible]

Active Correspondence Address | | | | | | | | | | | | | | | | | | | | | | | | | |

**Employer**

[illegible]

Full Office Address | | | | | | | | | | | | | | | | | | | | | |

[illegible][illegible]

 Work | | | | | | | | | | | | | | |

Please tick one of the boxes:

IPA Brochure ☐ IPA Website ☐ Other Website (Please specify) \_\_\_\_\_

National Press ☐ Regional Press ☐ National Radio ☐ Local Radio ☐

Information/Open Day ☐ Training Officer at Work ☐ Friends/Colleagues ☐

Other (Please specify) \_\_\_\_\_

Please complete the relevant parts overleaf

# ENROLMENT FORM 2021-2022

## QUALIFICATIONS

### Second-Level Education

Year in which you took your highest examination  Country in which it was taken:

Please list the grades you achieved in the higher second-level exam, noting the level obtained:

### Further Education/Third-Level Education (If Any)

Title, major subjects

Awarding Institution

## EXEMPTIONS AND SUBJECT ACCUMULATION

### ONLY TO BE COMPLETED BY:

- Certificate/Diploma in Public Management

- Certificate/Diploma in Business Studies

- Bachelor of Arts (Hons) (all streams)

- Bachelor of Business Studies (Hons) (all streams)

Have you been granted any **EXEMPTIONS**? Yes ☐ No ☐

If Yes, do you wish to avail of them? Yes ☐ No ☐

*If you are availing of exemptions, consult your exemption offer for conditions of acceptance. **Do not** forget to enclose a copy of the letter listing exempted subjects.*

Are you taking the programme by **SUBJECT ACCUMULATION**? Yes ☐ No ☐

If Yes, what subjects are you taking this year?

## FEES

Fees will be paid by: **Applicant** ☐ **Employer** ☐

**If fees are being paid by employer, you MUST complete the section below as the IPA will be invoicing your employer.**

How much of the fee will the employer cover

Purchase Order No.

Name and Address for Invoice

Name of Authorising Officer

## DECLARATION

**Declaration** I understand that the data provided by me in this application form will be used in full compliance with data protection legislation. For further information on the IPA's Data Protection Policies, please visit [www.ipa.ie](http://www.ipa.ie).

**Signature** Please sign

Date

If you would like to receive information on IPA programmes and activities, please tick this box ☐

Postal applications can be sent to:

**Admissions, Undergraduate Office, Institute of Public Administration, 57-61 Lansdowne Road, Dublin 4.**

**Phone:** +353 (01) 240 3600 **Email:** [undergrad@ipa.ie](mailto:undergrad@ipa.ie)



**ALL CORRESPONDENCE AND  
ENQUIRIES SHOULD BE ADDRESSED TO**

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Undergraduate Office  
Whitaker School of Government  
and Management  
Institute of Public Administration  
57-61 Lansdowne Road  
Dublin D04 TC62, Ireland

Telephone: +353 (01) 240 3600  
Email: [undergrad@ipa.ie](mailto:undergrad@ipa.ie)  
[www.ipa.ie](http://www.ipa.ie)

**PLEASE NOTE**

The IPA issues this prospectus without prejudice to its right to make such modifications to the contents as it considers necessary and without prior notice. The provision, structure and cost of all programmes are under continual review. While the IPA will make every effort to notify applicants of any changes, it cannot guarantee to do so.

Neither the whole nor any part of this document may be considered a contract between the IPA and any applicant. The Institute is not bound by the fees or programme details outlined herein.

**SUPPORTING DISABILITY**

The IPA is committed, where it is practicable and possible within its resources, to increasing and enhancing educational and development opportunities for people with disabilities and medical conditions. Should you have a disability or suffer from a documented medical condition, which you believe could hinder your full participation in a programme, you are invited to contact the Registrar and discuss, in complete confidence, the issues involved. The IPA, for its part, undertakes to work positively towards the resolution of any difficulties identified.